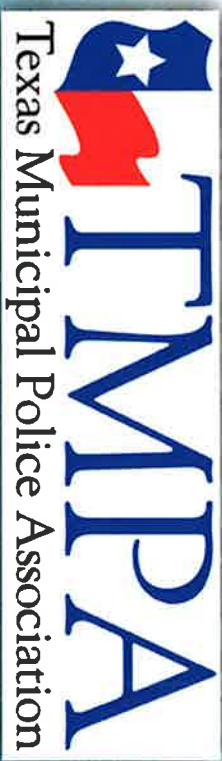


# Tyler Police Department Management Study

Conducted by the Texas Municipal Police Association

June 6, 2019 – June 14, 2019



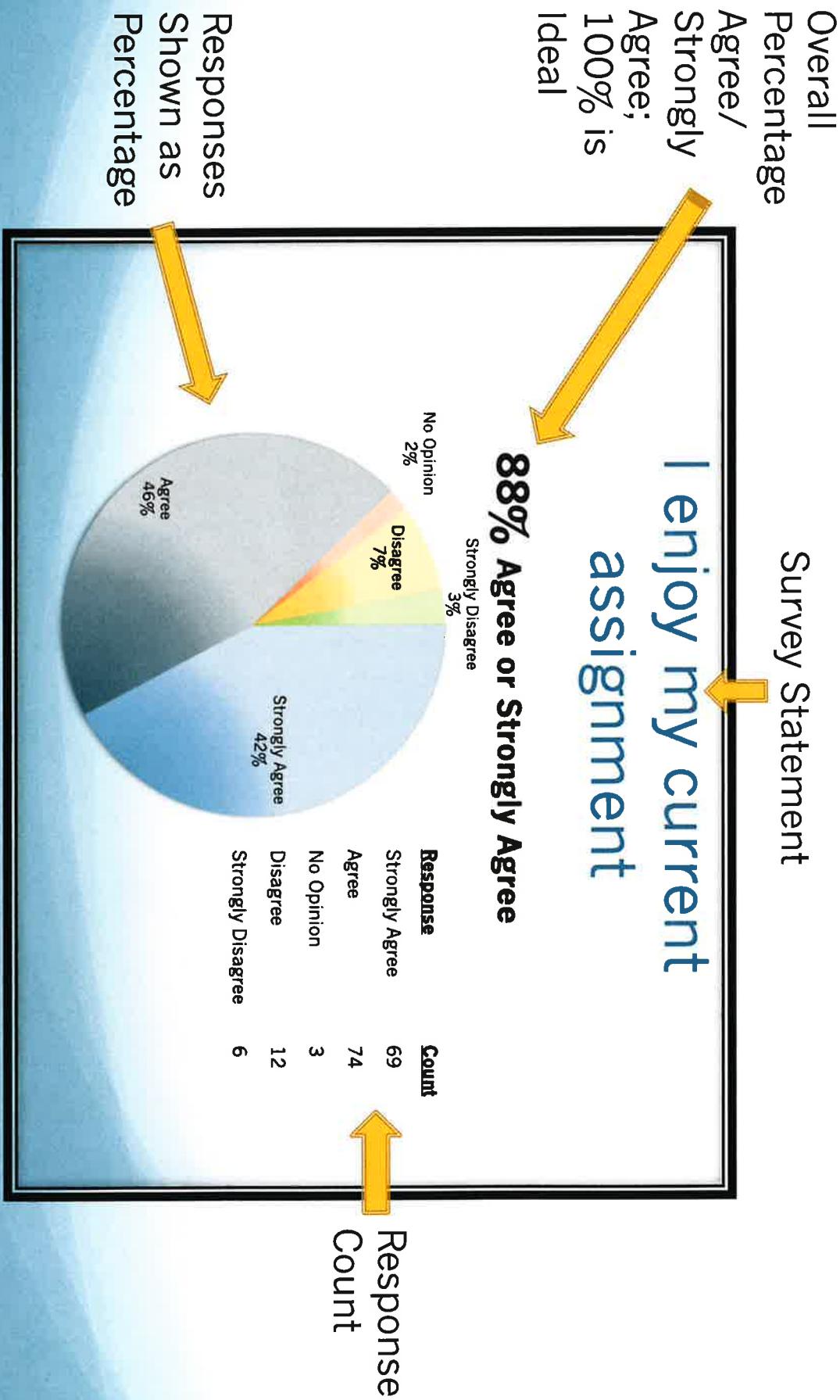
## Details of the Survey

- Survey offered to 182 sworn officers of the Tyler Police Department (some refused to provide a contact email).
- 163 sworn officers participated, comprising 89%
- Survey administered by TMPA anonymously through SurveyMonkey.com

# Details of the Survey

- The survey was comprised of 52 statements. Participants were asked to rate the statements based on the following scale:
  - Strongly Agree
  - Agree
  - No Opinion
  - Disagree
  - Strongly Disagree
- The statements are positive. Ideally, participants would all agree or strongly agree with all statements up to 100%.

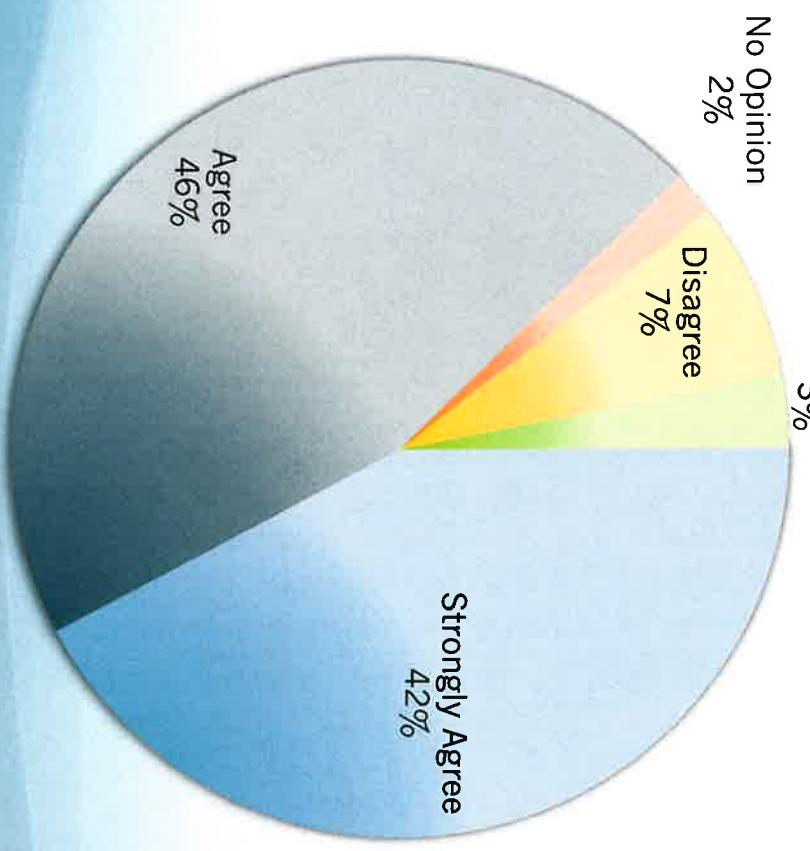
# Understanding the Results



Survey of Generalized  
Working Conditions,  
Staffing, Equipment, Pay,  
Assignments and Training

# I enjoy my current assignment

## 88% Agree or Strongly Agree



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 69           |
| Agree             | 74           |
| No Opinion        | 3            |
| Disagree          | 12           |
| Strongly Disagree | 6            |

# My Duty Days and Shifts are Reasonable

**84% Agree or Strongly Agree**

Strongly Disagree  
1%



**Agree**

Response

Strongly Agree

60

Agree

78

No Opinion

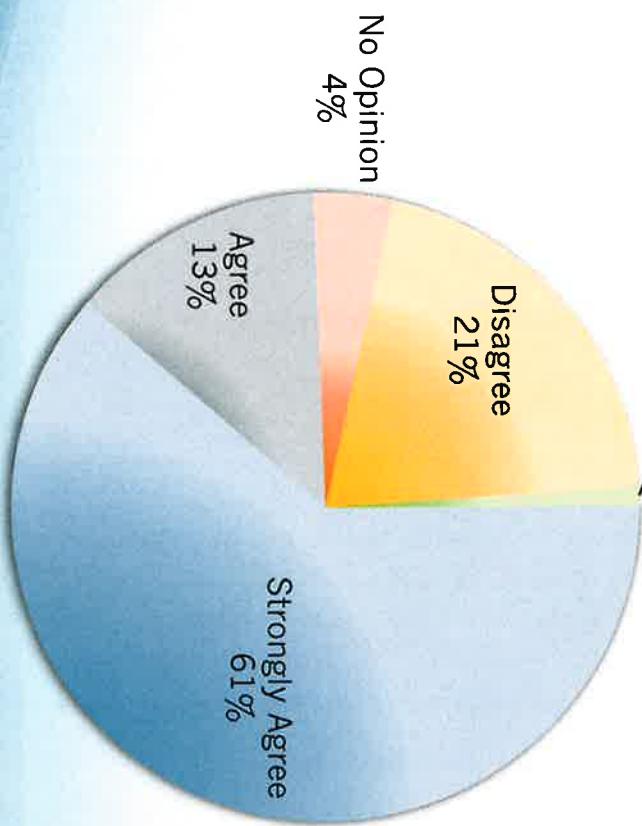
4

Disagree

20

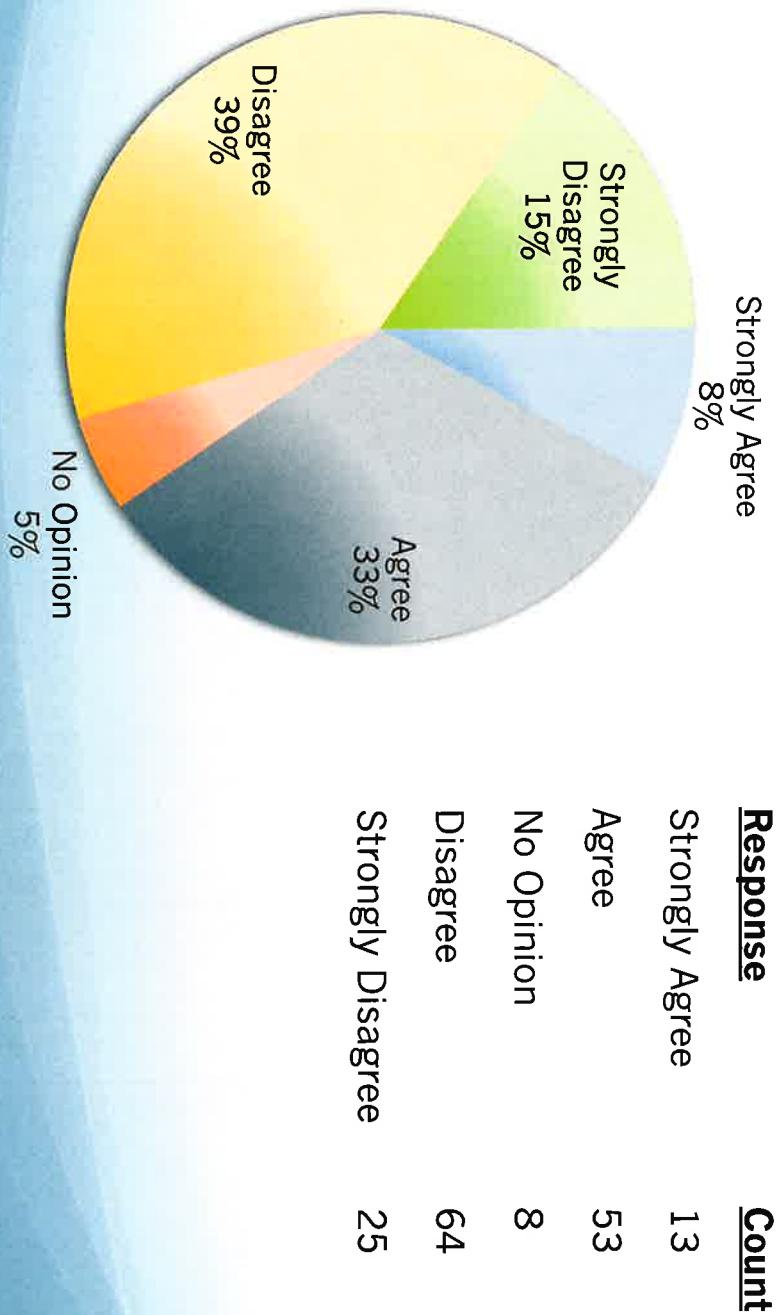
Strongly Disagree

1



# Officers Receive Fair and Competitive Compensation

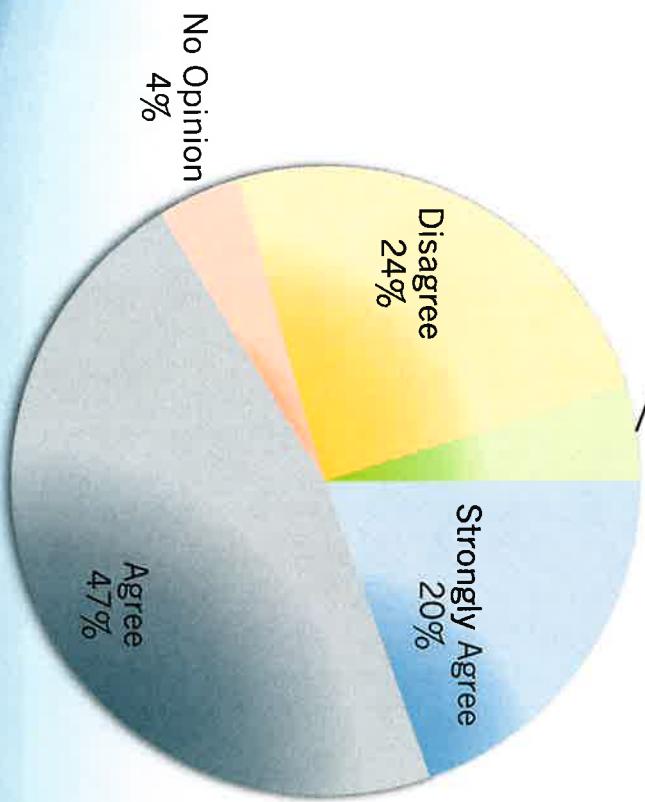
**41% Agree or Strongly Agree**



# Officers Receive Adequate Equipment

**67% Agree or Strongly Agree**

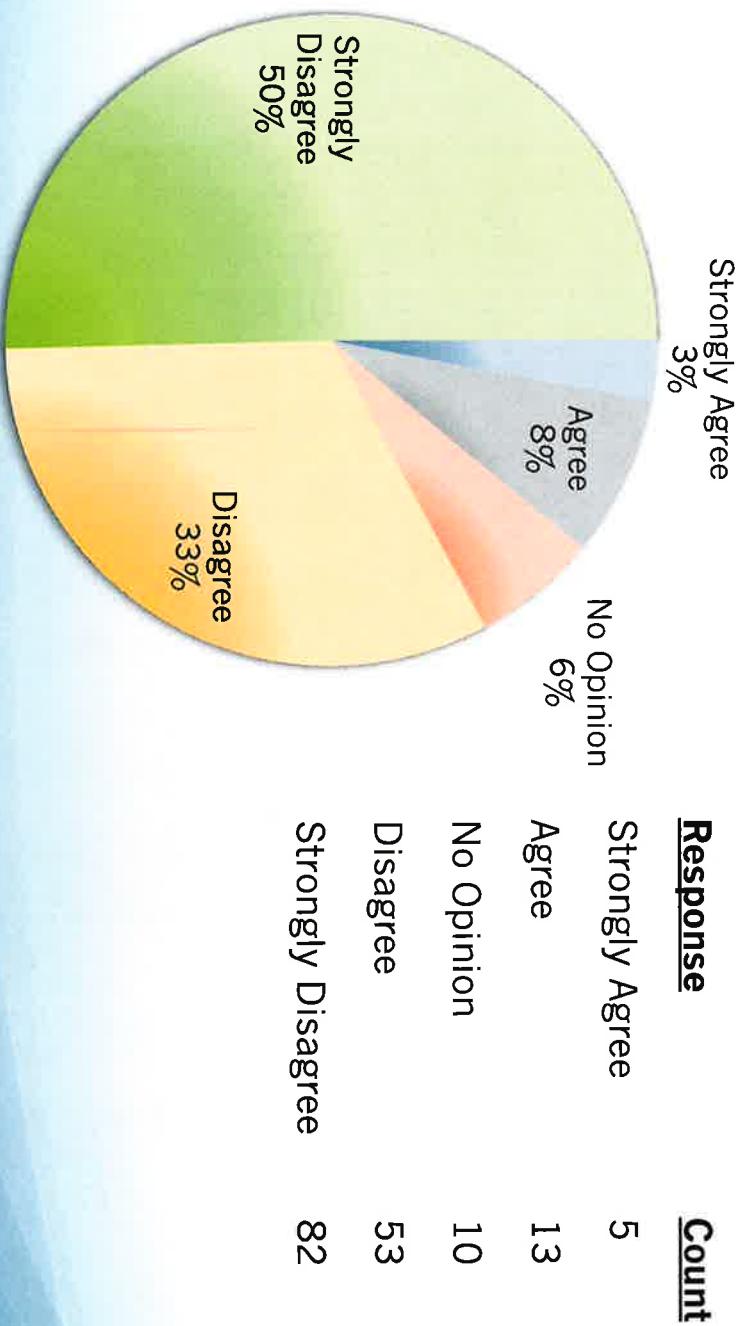
Strongly Disagree  
5%



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 32           |
| Agree             | 76           |
| No Opinion        | 7            |
| Disagree          | 40           |
| Strongly Disagree | 8            |

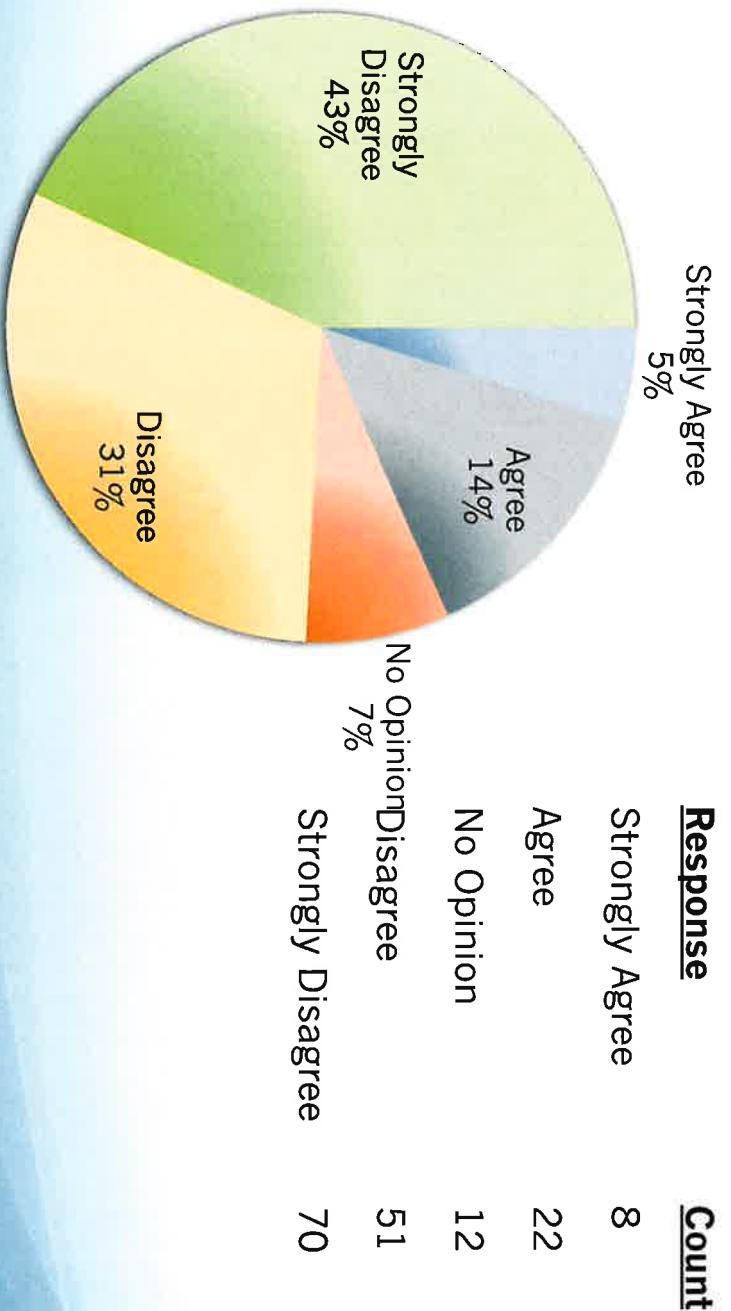
# Patrol Division is Adequately Staffed

**11% Agree or Strongly Agree**



# Minimum Staffing Levels on Patrol are Appropriate to Ensure Safety for Employees

**19% Agree or Strongly Agree**



# Investigations Division is Adequately Staffed

**27% Agree or Strongly Agree**

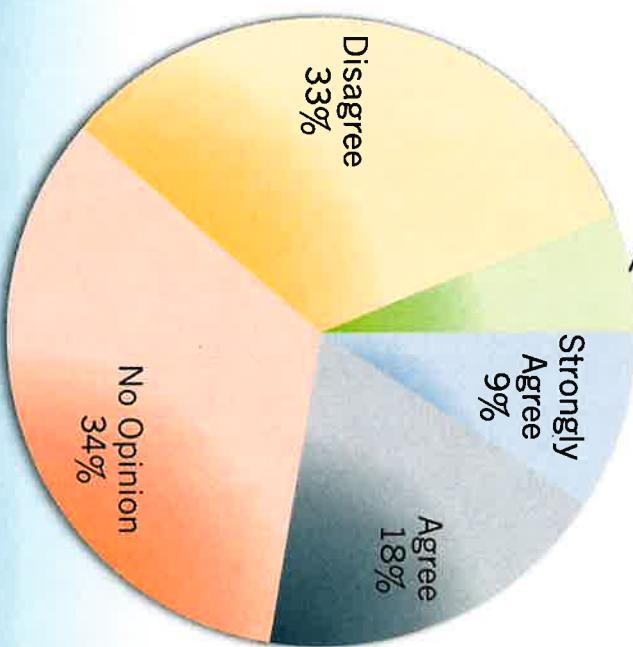
Strongly Disagree  
6%

**Agree**

Strongly Agree  
9%

Agree  
18%

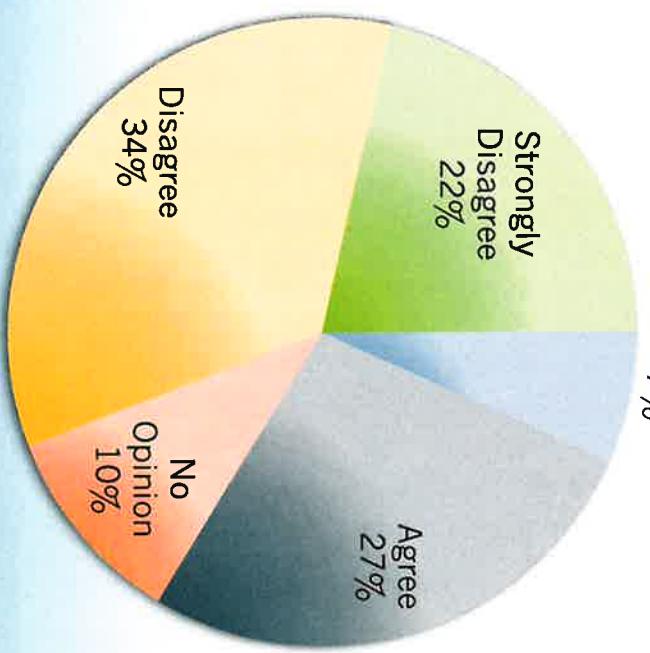
Disagree  
33%



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 15           |
| Agree             | 30           |
| No Opinion        | 55           |
| Disagree          | 53           |
| Strongly Disagree | 10           |

# Officers are Treated Fairly and Equitably

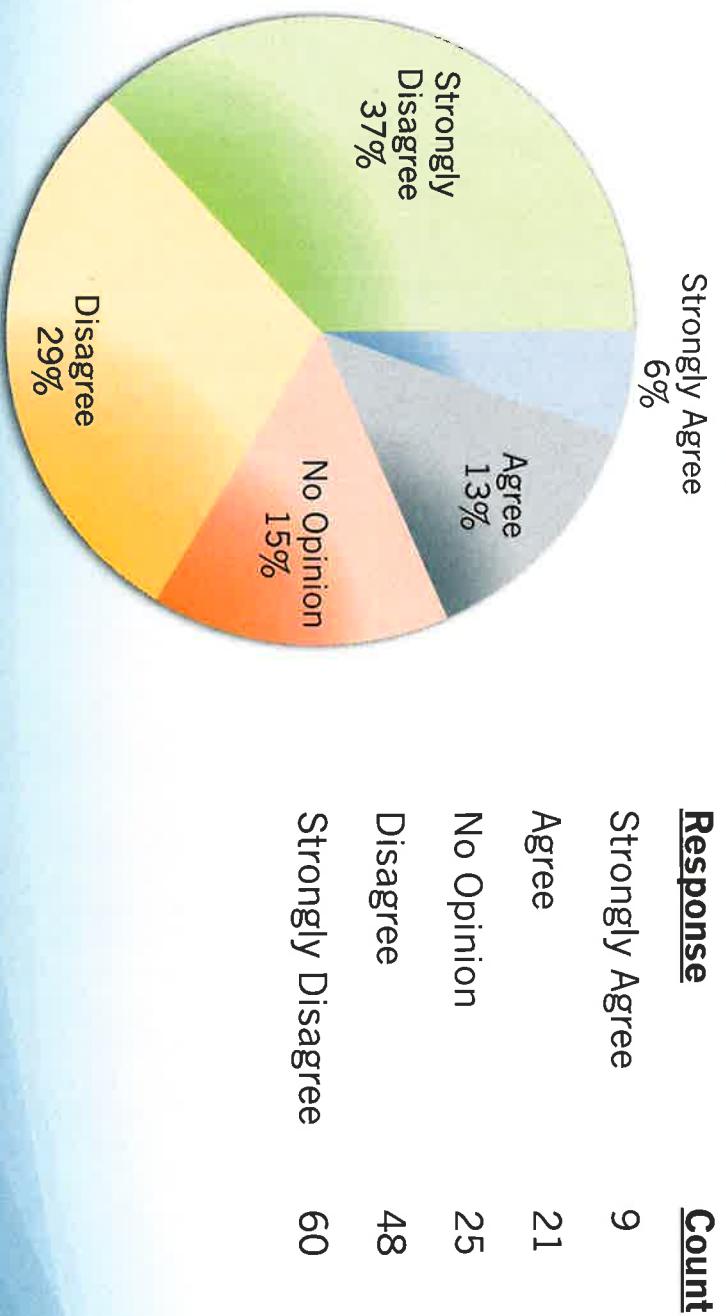
**34% Agree or Strongly Agree**



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 11           |
| Agree             | 44           |
| No Opinion        | 17           |
| Disagree          | 56           |
| Strongly Disagree | 35           |

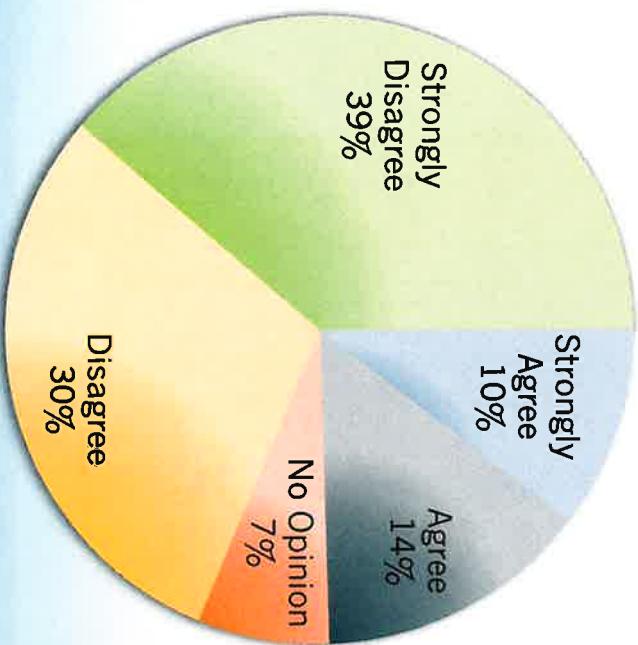
# PD Administration Supports Employee Input

**19% Agree or Strongly Agree**

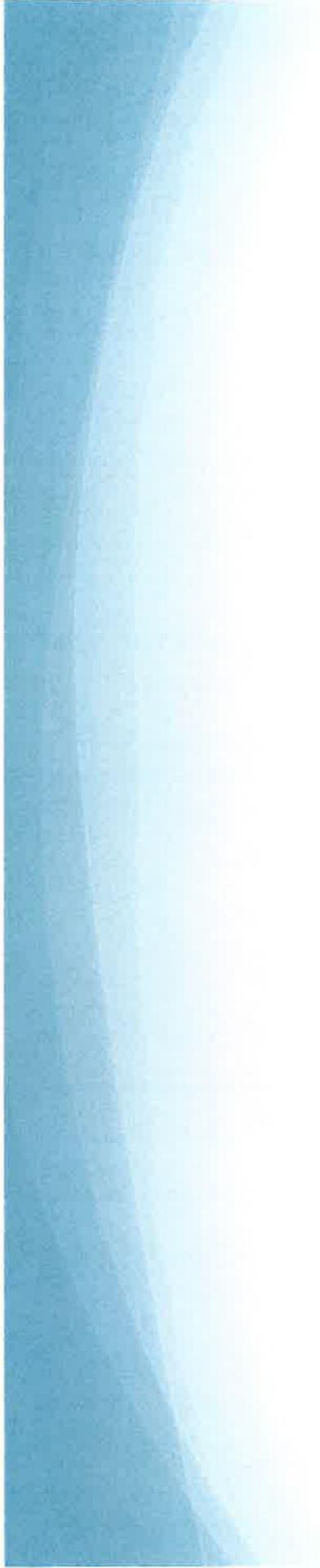


I Have No Fear of Retaliation from  
Administration for expressing my  
opinion about concerns

**24% Agree or Strongly Agree**



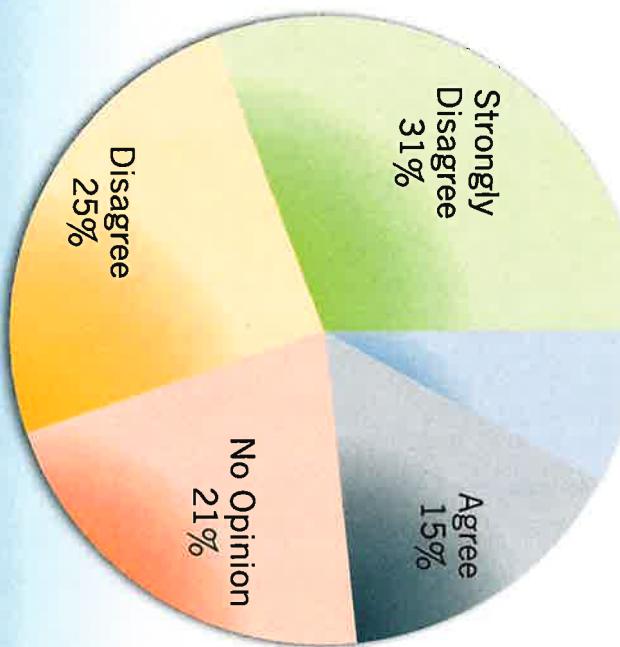
| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 17           |
| Agree             | 23           |
| No Opinion        | 11           |
| Disagree          | 49           |
| Strongly Disagree | 63           |



# Survey of Chief Toler's Leadership

# Chief Toler is a good manager of employees

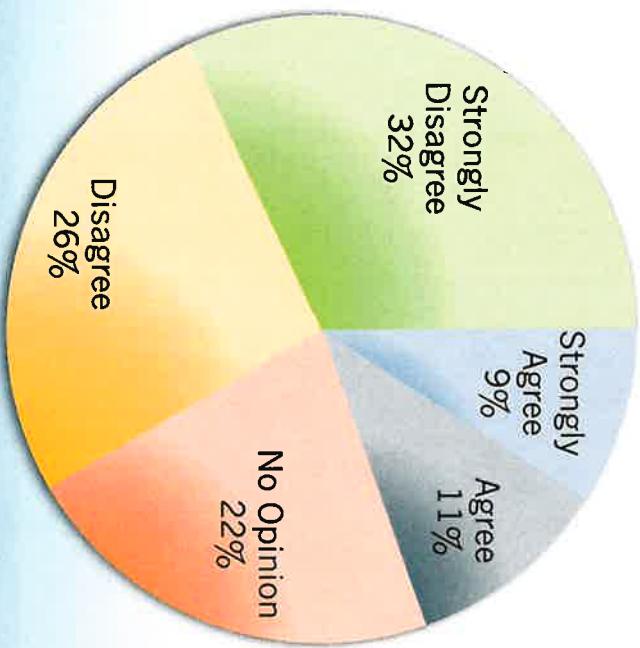
**23% Agree or Strongly Agree**



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 13           |
| Agree             | 25           |
| No Opinion        | 35           |
| Disagree          | 40           |
| Strongly Disagree | 50           |

Chief Toler has made staffing decisions in the best interest of line level employees

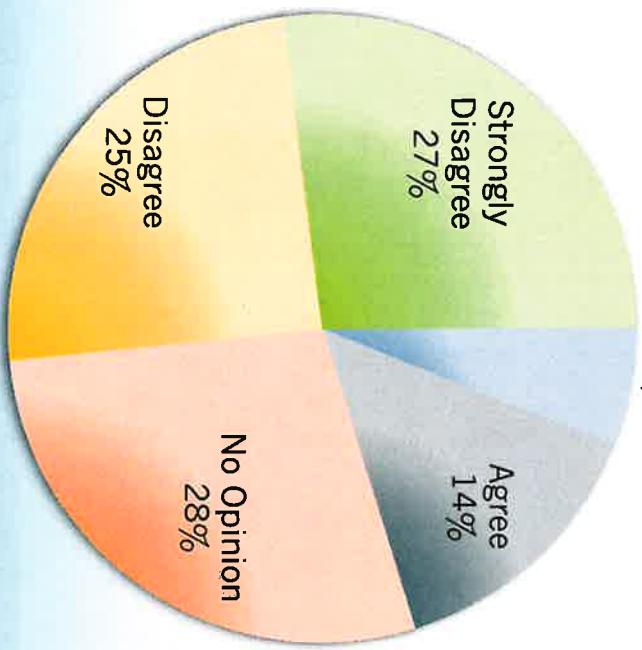
## 20% Agree or Strongly Agree



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 15           |
| Agree             | 17           |
| No Opinion        | 36           |
| Disagree          | 43           |
| Strongly Disagree | 52           |

# Chief Toler regularly attends meetings and briefings

**20% Agree or Strongly Agree**

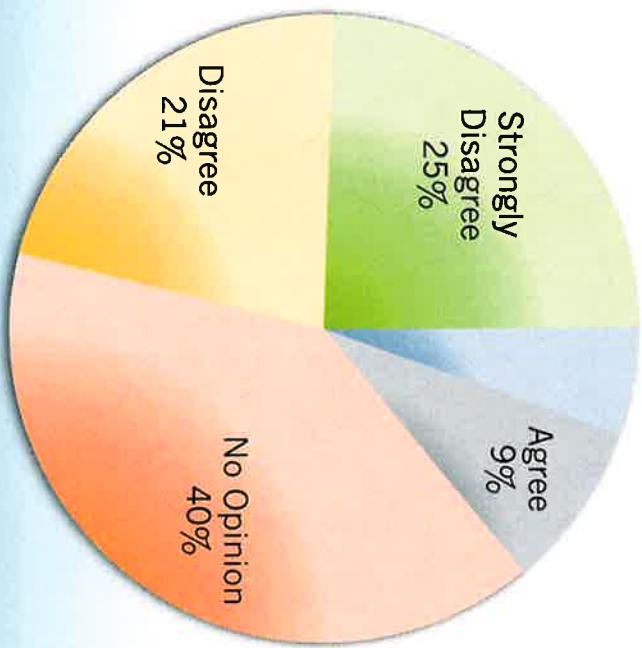


| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 10           |
| Agree             | 23           |
| No Opinion        | 46           |
| Disagree          | 40           |
| Strongly Disagree | 44           |

# Chief Toler supports Supervisor Level Employees

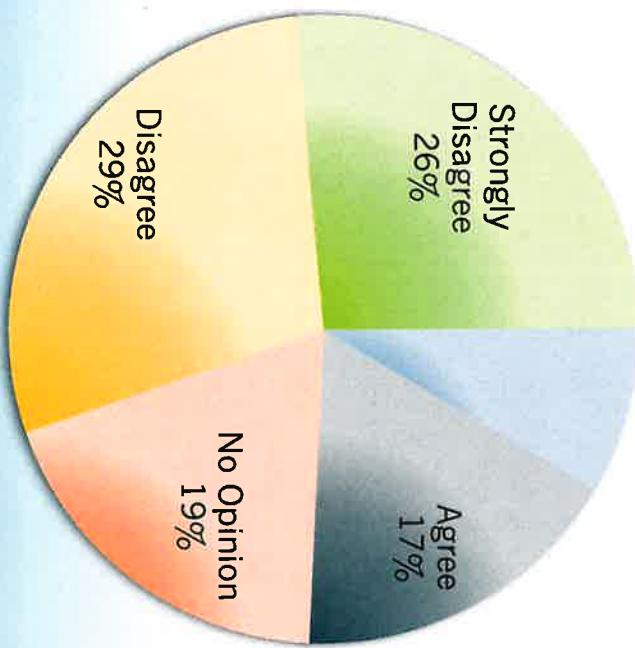
**14% Agree or Strongly Agree**

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 9            |
| Agree             | 14           |
| No Opinion        | 65           |
| Disagree          | 35           |
| Strongly Disagree | 40           |



# Chief Toler supports line level employees

**26% Agree or Strongly Agree**



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 14           |
| Agree             | 28           |
| No Opinion        | 31           |
| Disagree          | 47           |
| Strongly Disagree | 43           |

Chief Toler is concerned about line level employees

**27% Agree or Strongly Agree**

**Agree**

Response

Strongly Agree

16

Agree

28

No Opinion

40

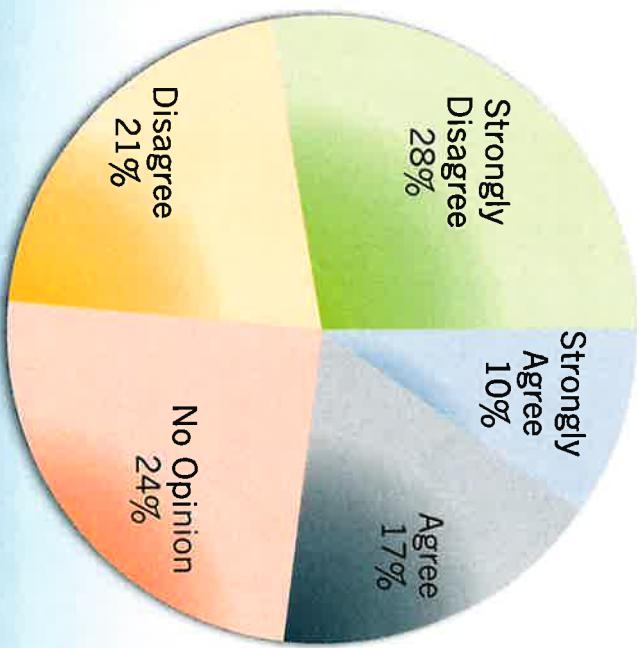
Disagree

34

Strongly Disagree

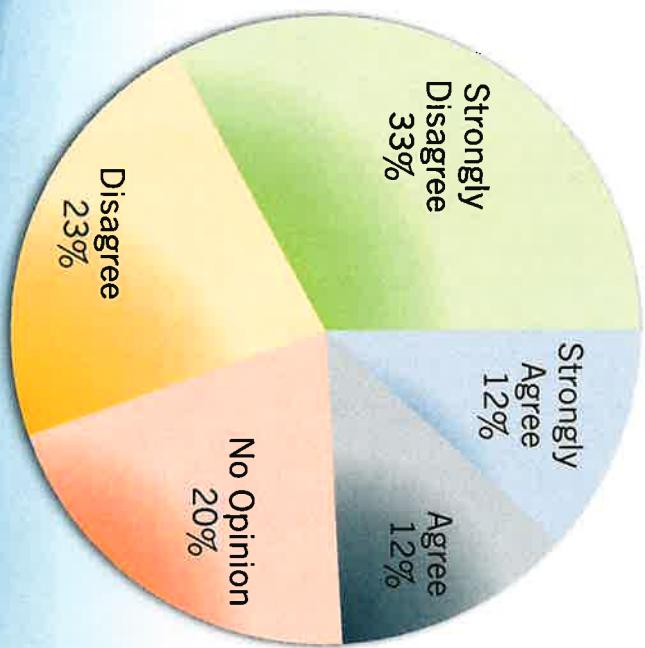
45

Count



I have full confidence in **Chief Toler's** ability to lead to lead the department into the future

## 24% Agree or Strongly Agree



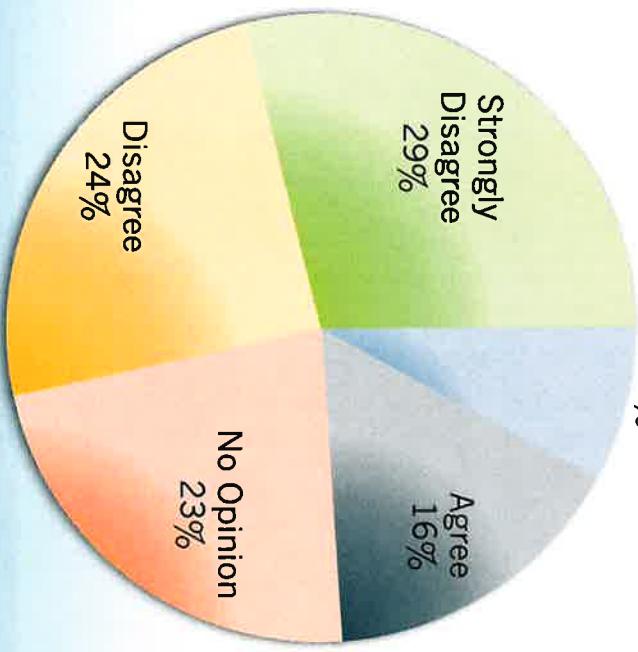
| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 19           |
| Agree             | 20           |
| No Opinion        | 33           |
| Disagree          | 38           |
| Strongly Disagree | 53           |



# Survey of Assistant Chief Jacks's Leadership

# Asst. Chief Jacks is a good manager of employees

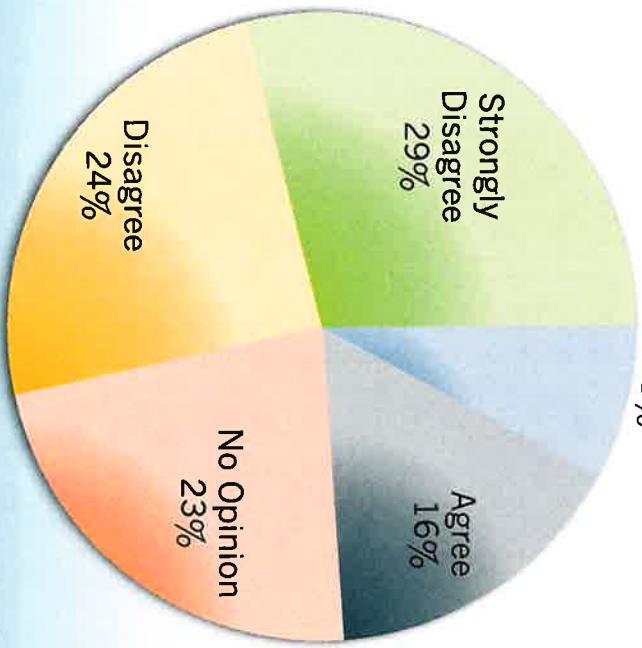
**24% Agree or Strongly Agree**



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 13           |
| Agree             | 26           |
| No Opinion        | 37           |
| Disagree          | 40           |
| Strongly Disagree | 47           |

# Asst. Chief Jacks is a good manager of employees

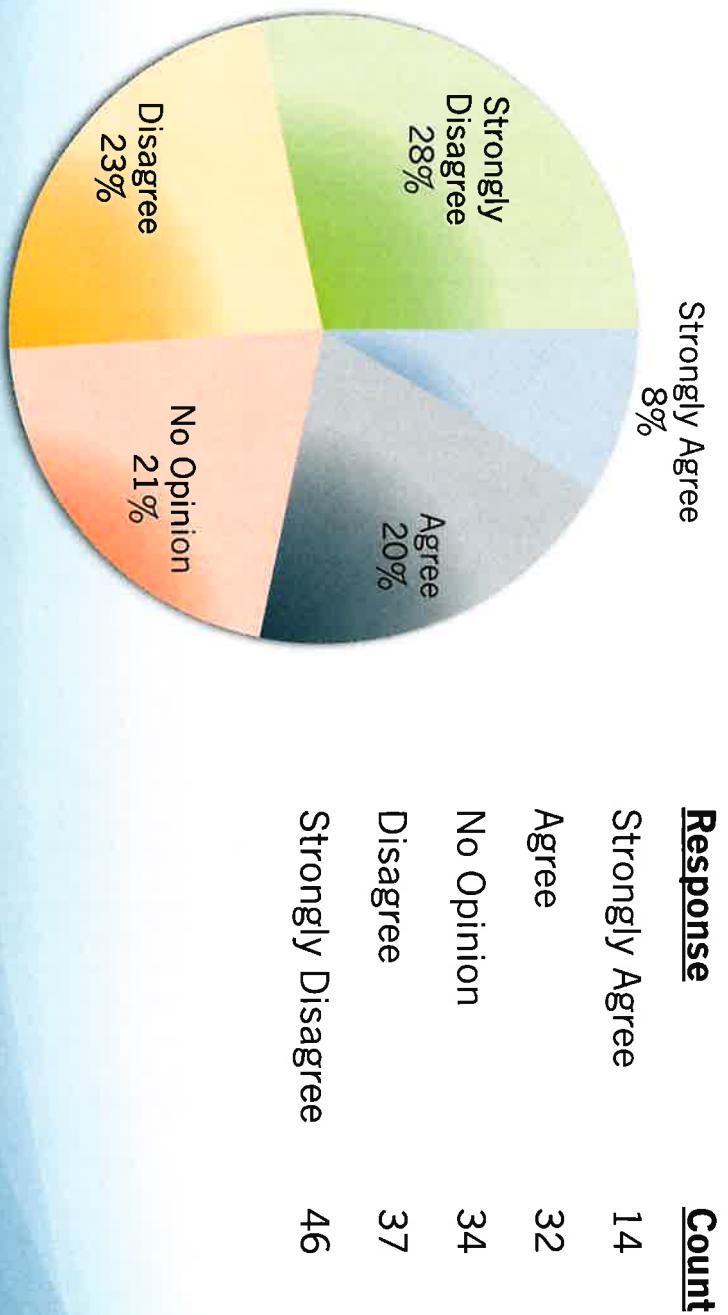
**24% Agree or Strongly Agree**



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 13           |
| Agree             | 26           |
| No Opinion        | 37           |
| Disagree          | 40           |
| Strongly Disagree | 47           |

# Asst. Chief Jacks is concerned about line level employees

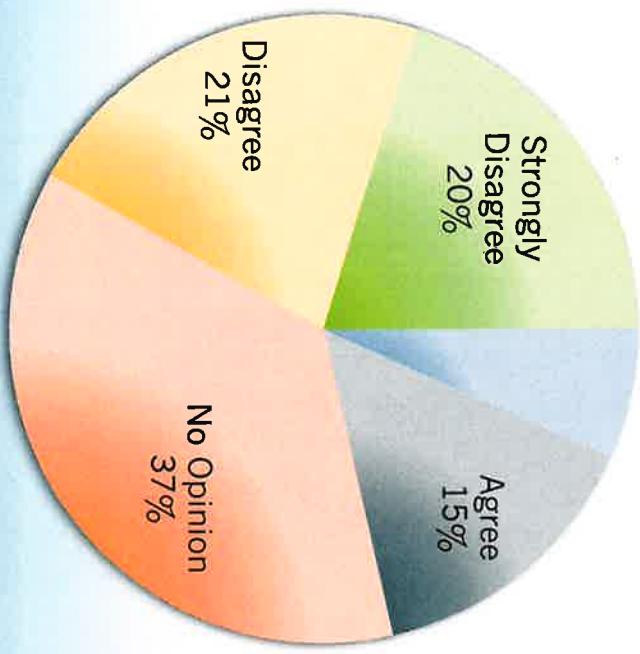
**28% Agree or Strongly Agree**



Asst. Chief Jacks regularly attends meetings and briefings

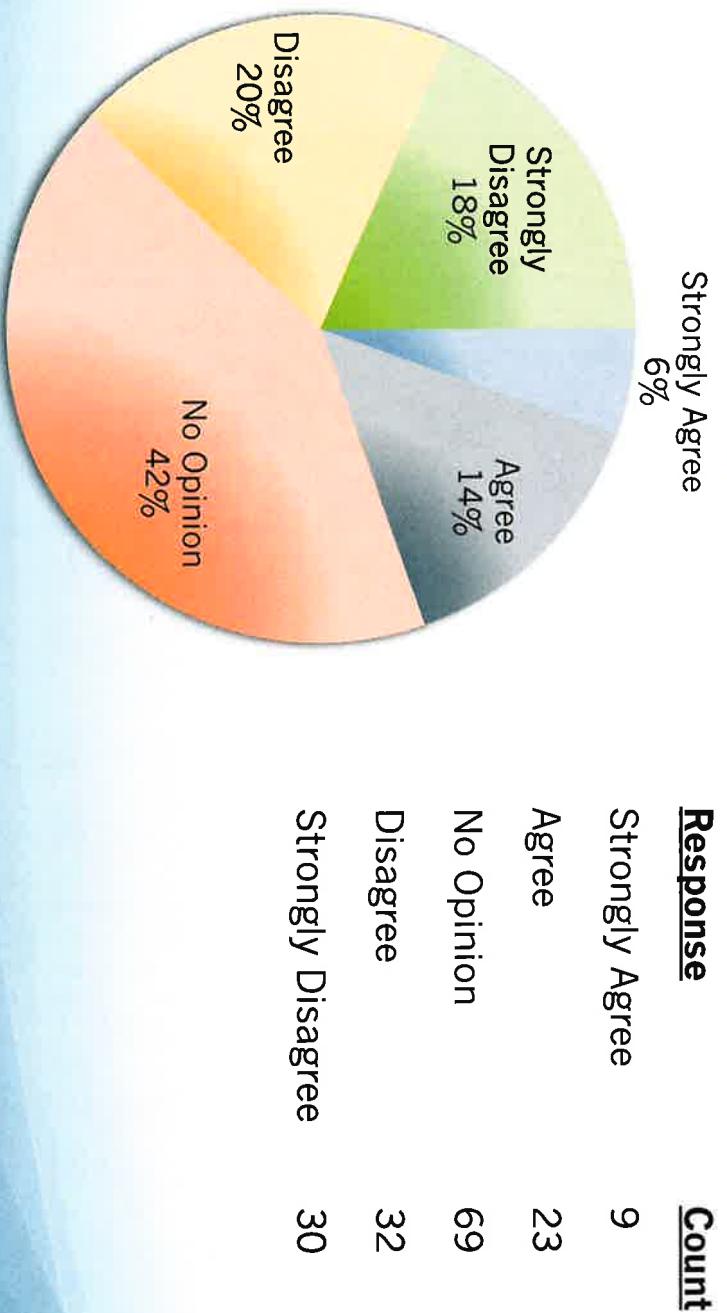
**22% Agree or Strongly Agree**

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 11           |
| Agree             | 24           |
| No Opinion        | 60           |
| Disagree          | 35           |
| Strongly Disagree | 33           |



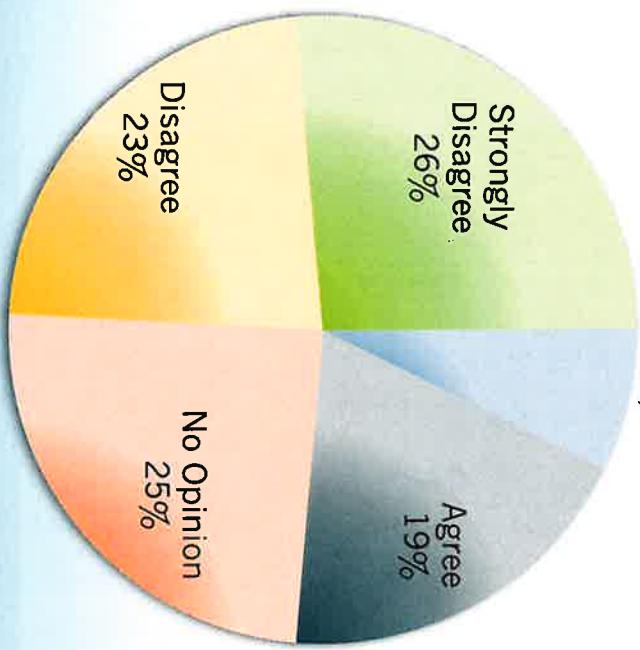
# Asst. Chief Jacks Supports Supervisor Level Employees

**20% Agree or Strongly Agree**



# Asst. Chief Jacks Supports line level employees

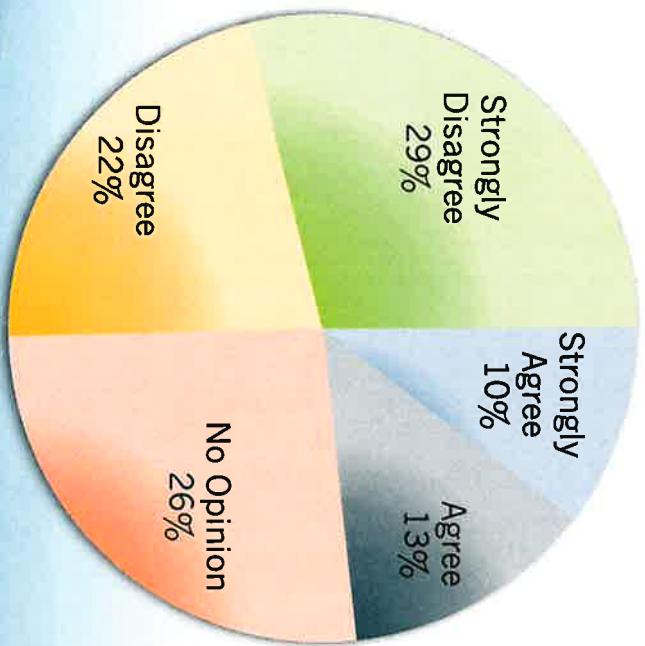
**26% Agree or Strongly Agree**



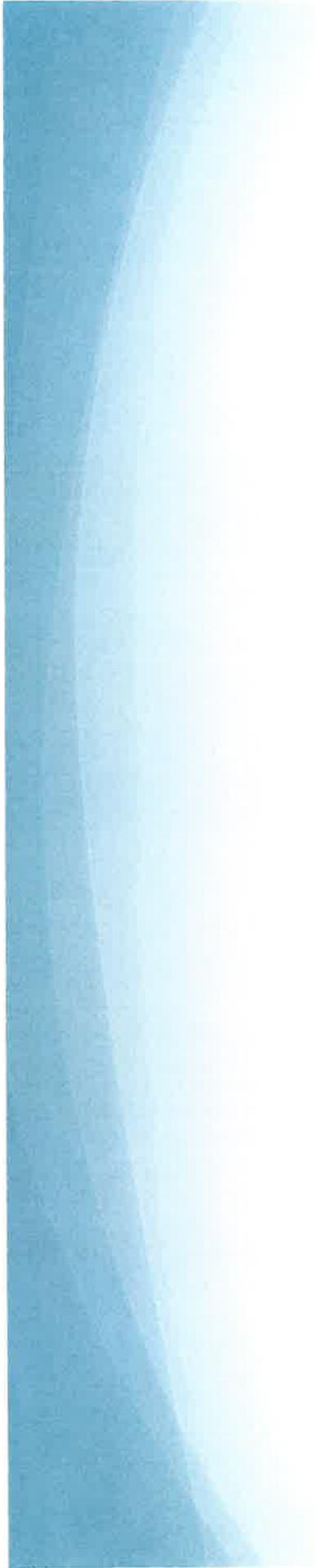
| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 12           |
| Agree             | 31           |
| No Opinion        | 40           |
| Disagree          | 37           |
| Strongly Disagree | 43           |

I have full confidence in Asst. Chief Jacks's ability to lead to lead the department into the future

## 23% Agree or Strongly Agree



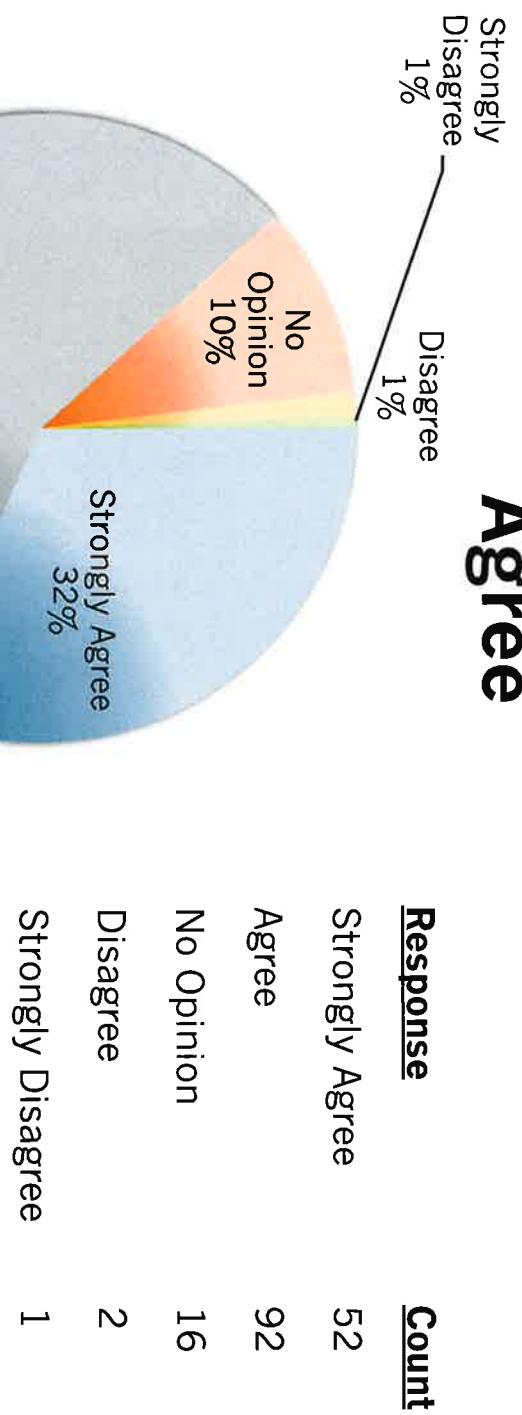
| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 17           |
| Agree             | 21           |
| No Opinion        | 43           |
| Disagree          | 35           |
| Strongly Disagree | 47           |



# Survey of Assistant Chief Long's Leadership

# Asst. Chief Long is a good manager of employees

**88% Agree or Strongly Agree**



# Asst. Chief Long is concerned about line level employees

**88% Agree or Strongly Agree**



# Asst. Chief Long regularly attends meetings and briefings

**73% Agree or Strongly Agree**

Strongly Disagree  
2%

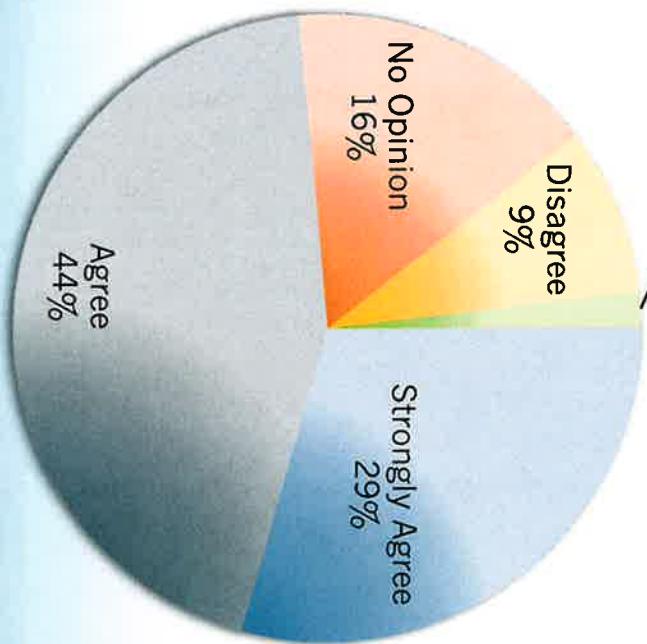
Agree

Disagree  
9%

No Opinion  
16%

Strongly Agree  
29%

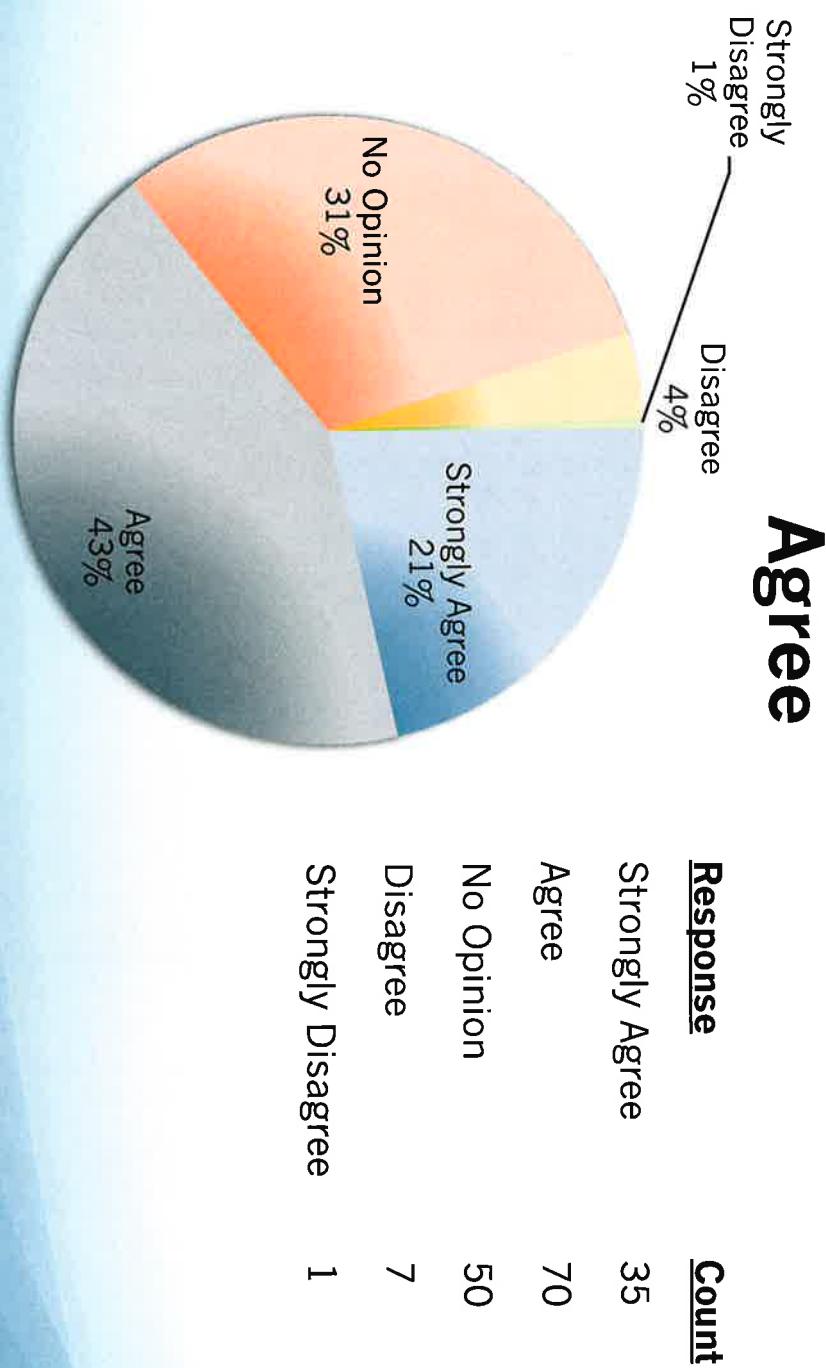
Agree  
44%



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 48           |
| Agree             | 72           |
| No Opinion        | 26           |
| Disagree          | 14           |
| Strongly Disagree | 3            |

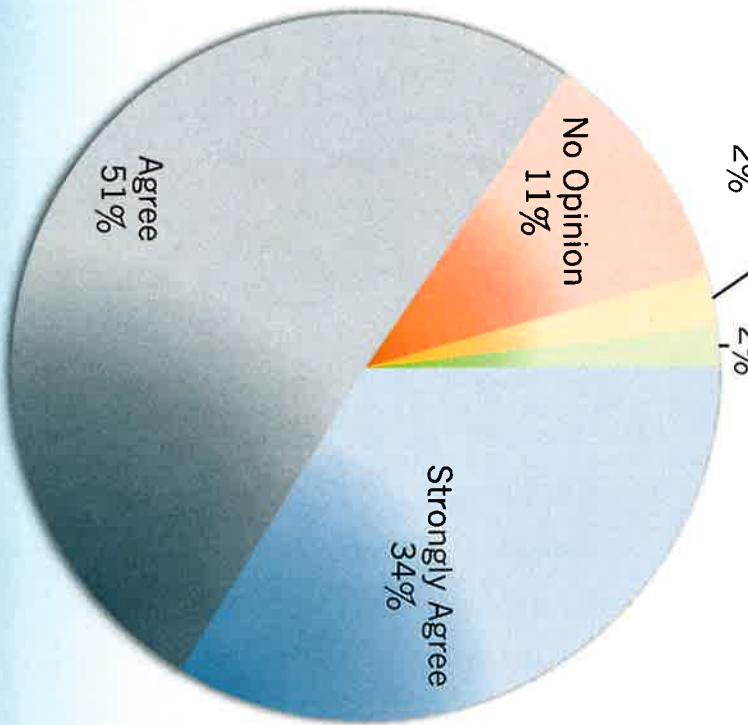
# Asst. Chief Long supports Supervisor Level Employees

**66% Agree or Strongly Agree**



# Asst. Chief Long supports line level employees

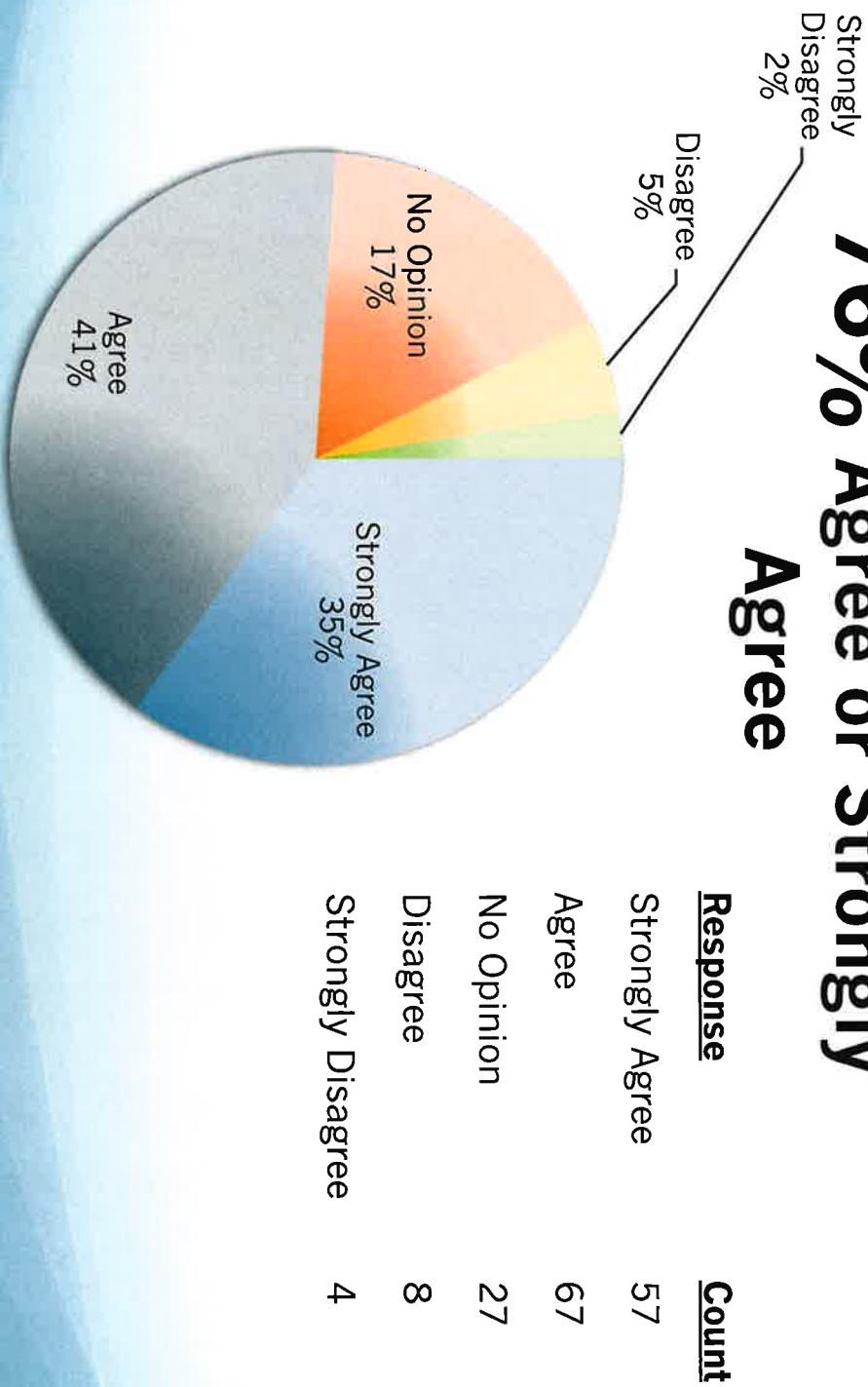
**84% Agree or Strongly Agree**

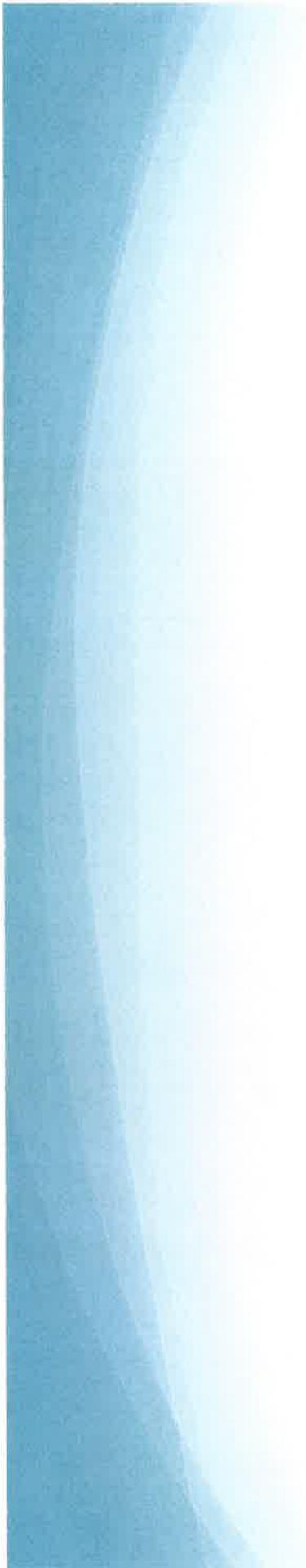


| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 55           |
| Agree             | 83           |
| No Opinion        | 18           |
| Disagree          | 4            |
| Strongly Disagree | 3            |

I have full confidence in Asst. Chief Long's ability to lead to lead the department into the future

**76% Agree or Strongly Agree**

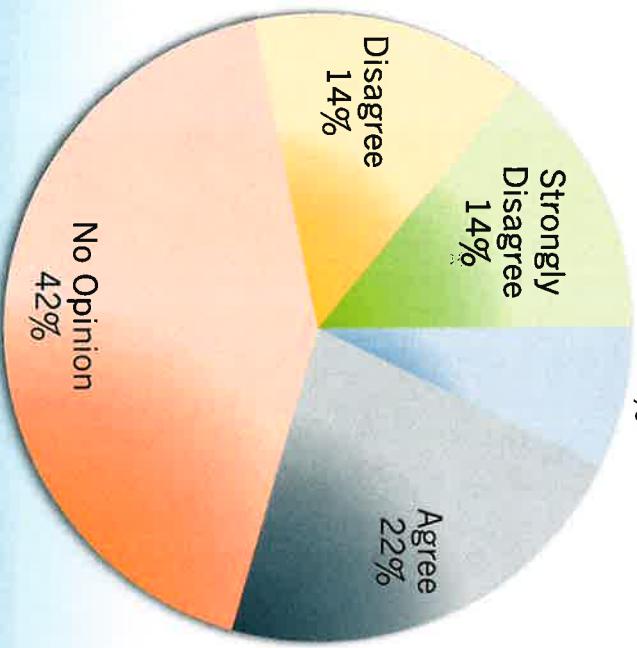




# Survey of Assistant Chief Yates's Leadership

# Asst. Chief Yates is a good manager of employees

**30% Agree or Strongly Agree**

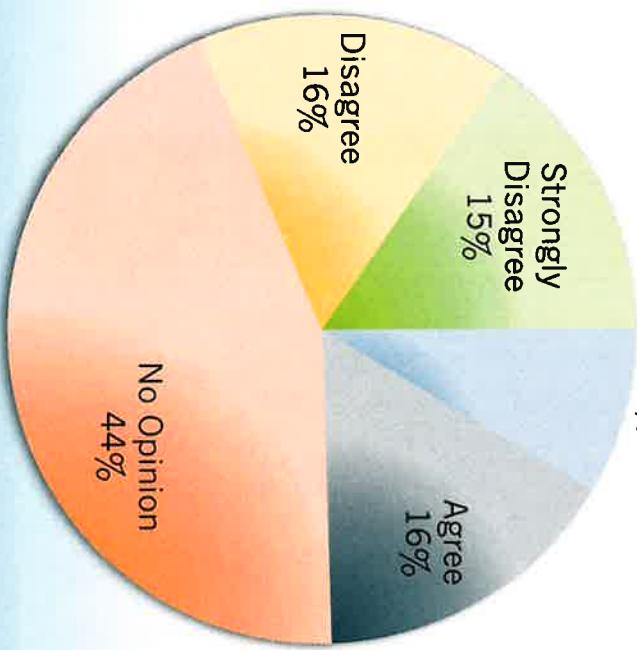


| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 12           |
| Agree             | 36           |
| No Opinion        | 69           |
| Disagree          | 23           |
| Strongly Disagree | 23           |

# Asst. Chief Yates is concerned about line level employees

**25% Agree or Strongly Agree**

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 14           |
| Agree             | 26           |
| No Opinion        | 72           |
| Disagree          | 26           |
| Strongly Disagree | 25           |



# Asst. Chief Yates regularly attends meetings and briefings

**13% Agree or Strongly Agree**

Strongly Agree  
4%

Strongly Disagree  
18%

Agree  
9%

Disagree  
22%

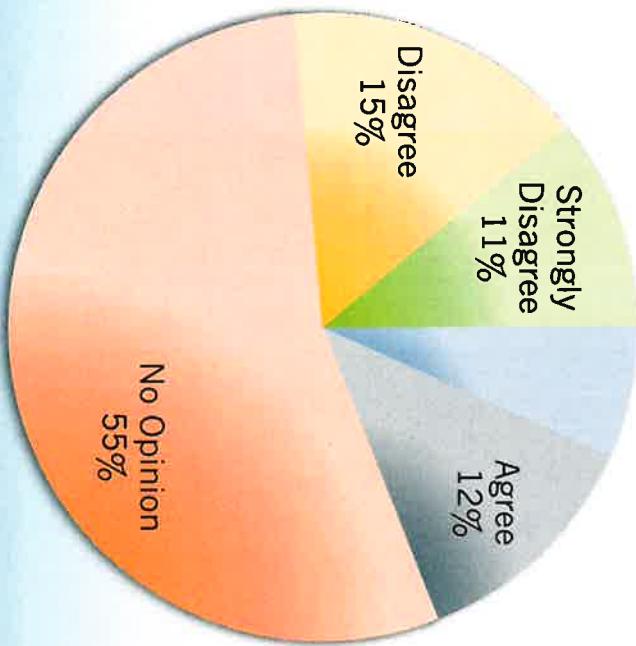
No Opinion  
47%

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 7            |
| Agree             | 15           |
| No Opinion        | 76           |
| Disagree          | 35           |
| Strongly Disagree | 30           |

# Asst. Chief Yates supports Supervisor Level Employees

**19% Agree or Strongly Agree**

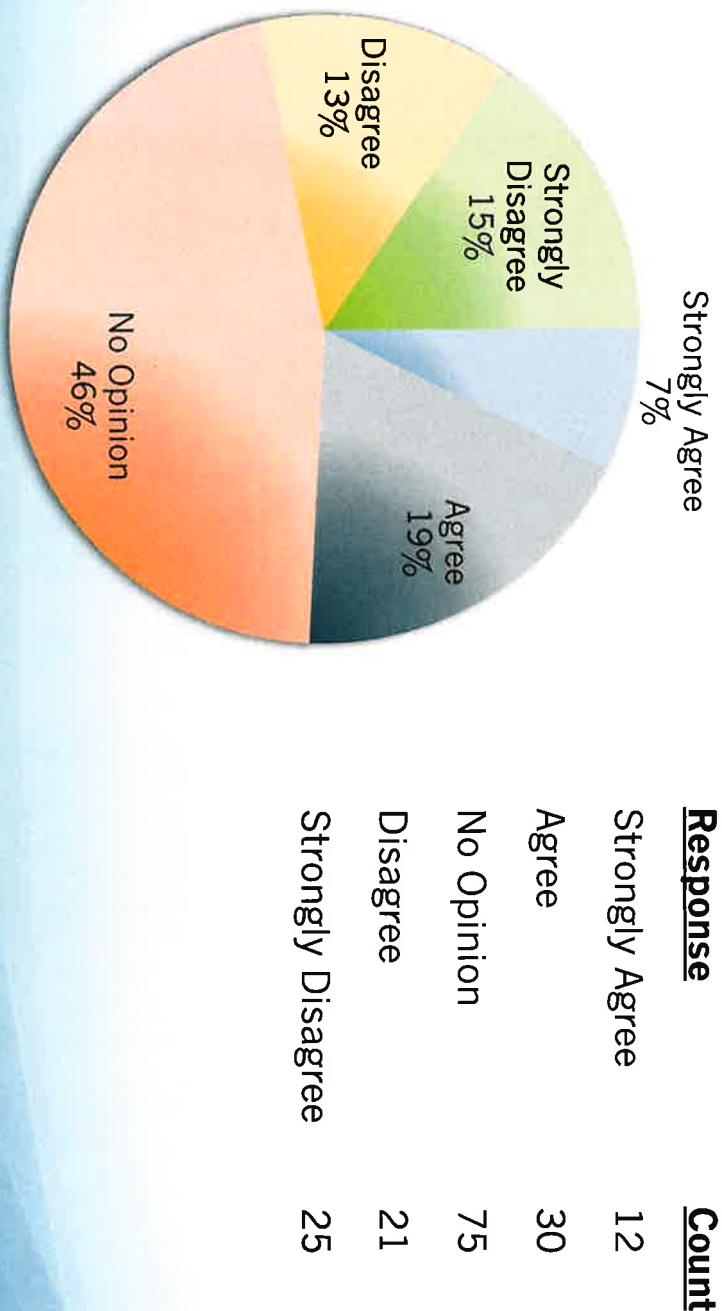
| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 11           |
| Agree             | 20           |
| No Opinion        | 89           |
| Disagree          | 25           |
| Strongly Disagree | 18           |



**Asst. Chief Yates supports  
line level employees**

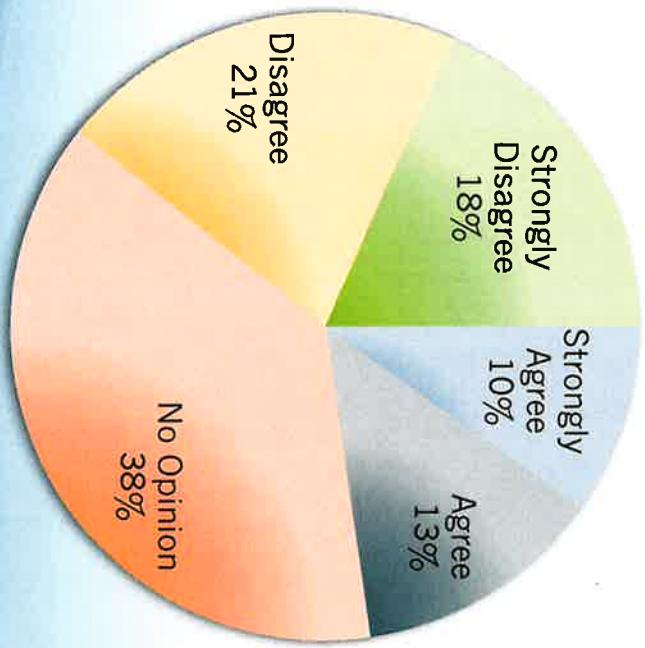
**26% Agree or Strongly**

Agree



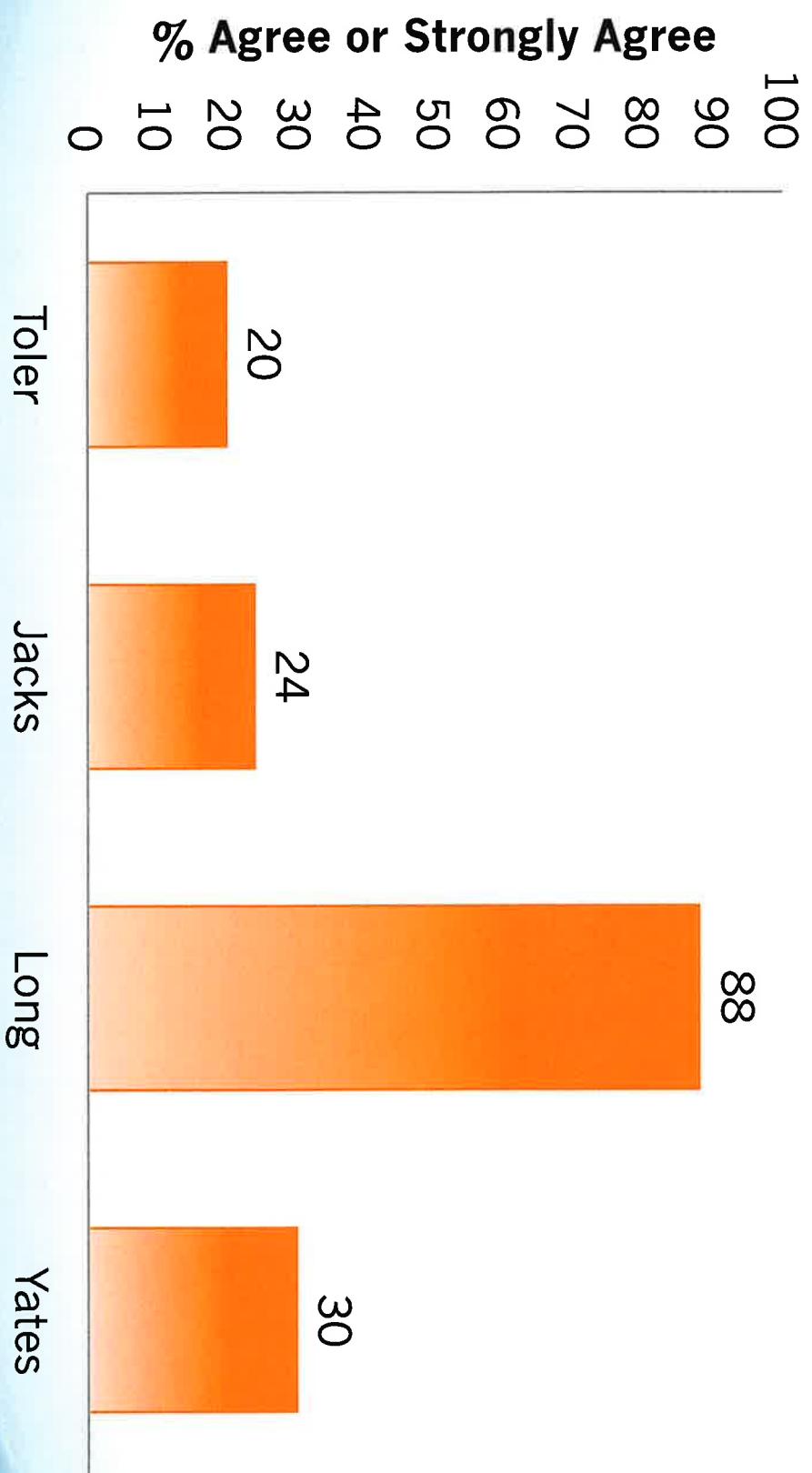
I have full confidence in Asst. Chief Yates' ability to lead to lead the department into the future

## 23% Agree or Strongly Agree

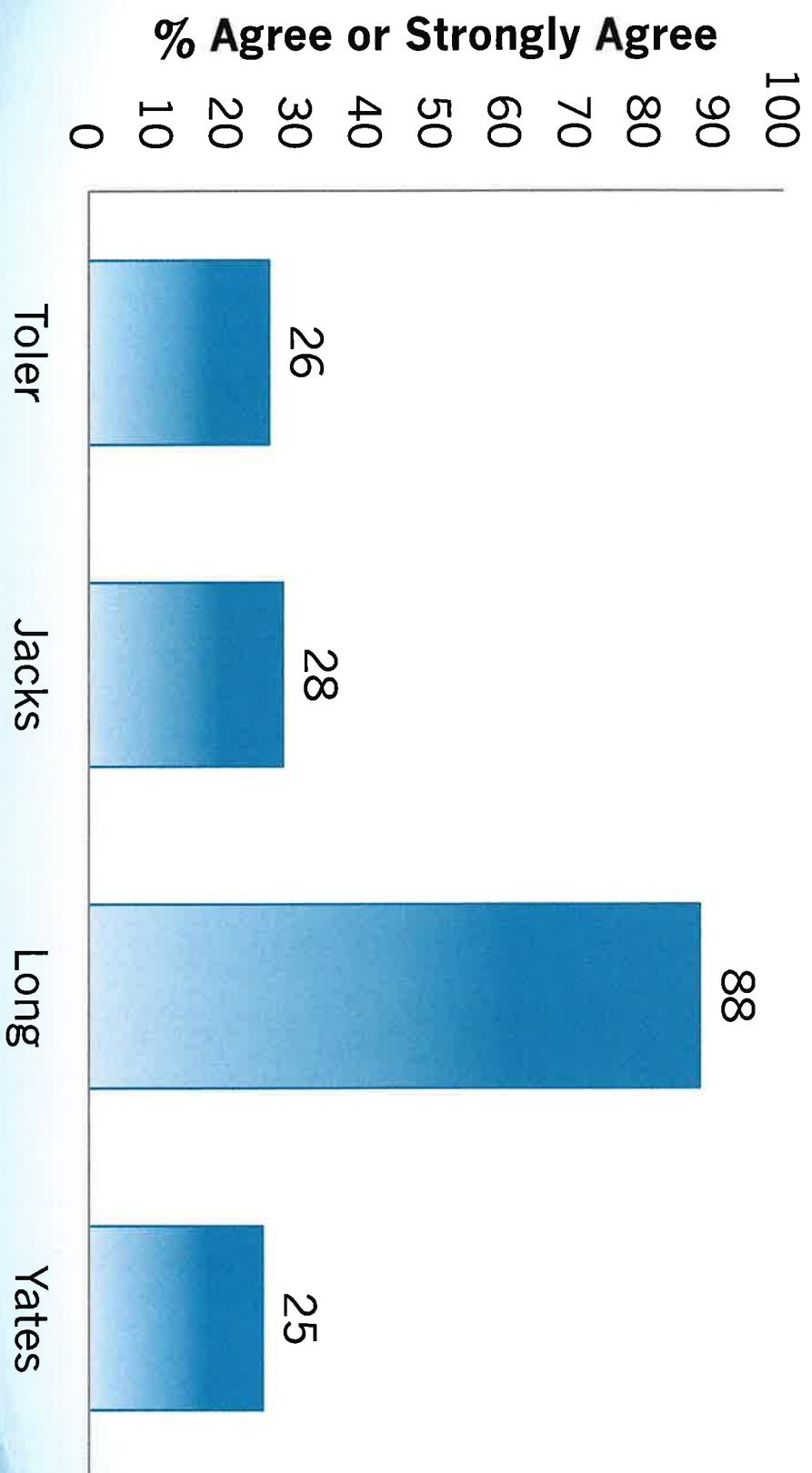


| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 16           |
| Agree             | 21           |
| No Opinion        | 62           |
| Disagree          | 34           |
| Strongly Disagree | 30           |

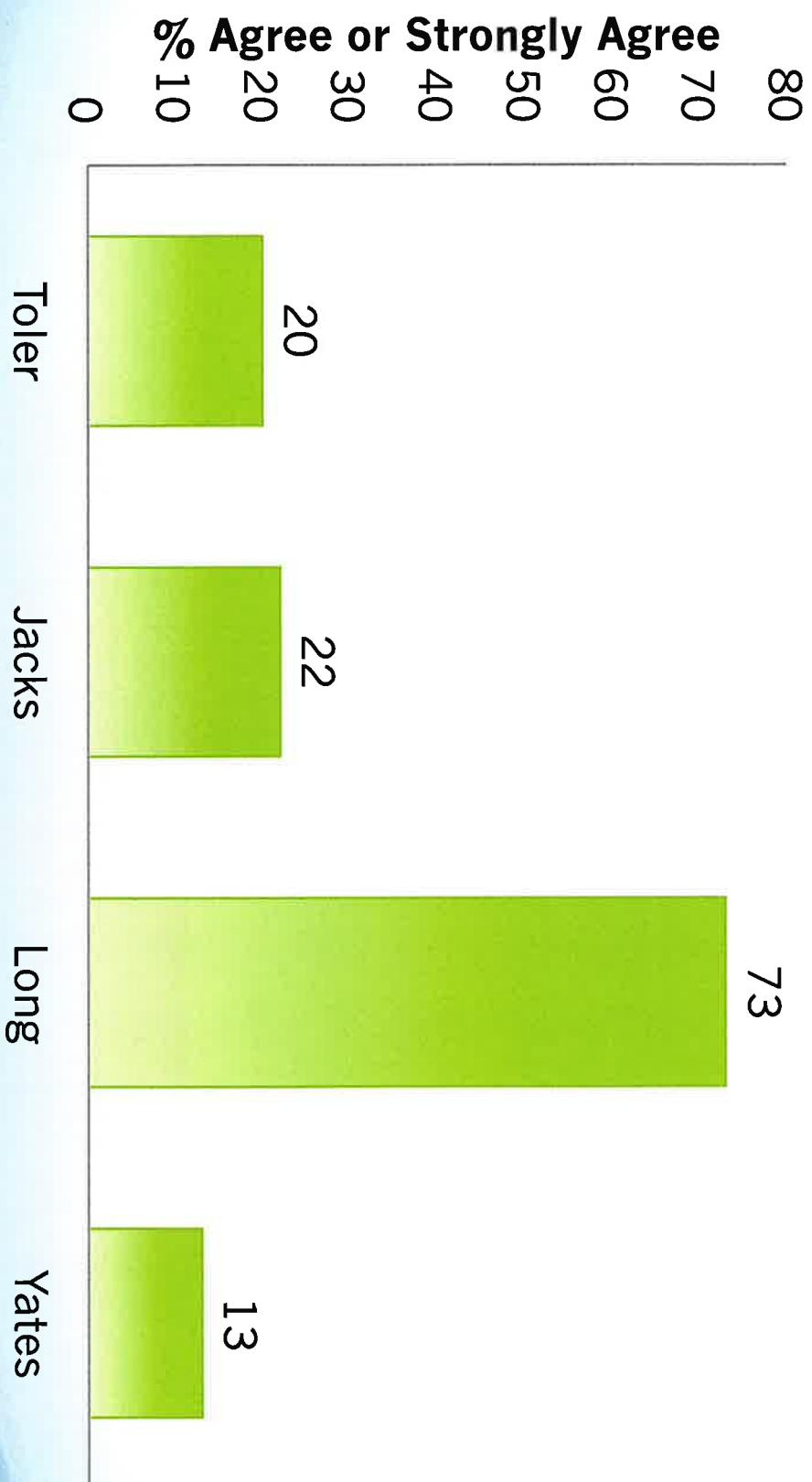
# Chief Comparison: Good Manager of Employees



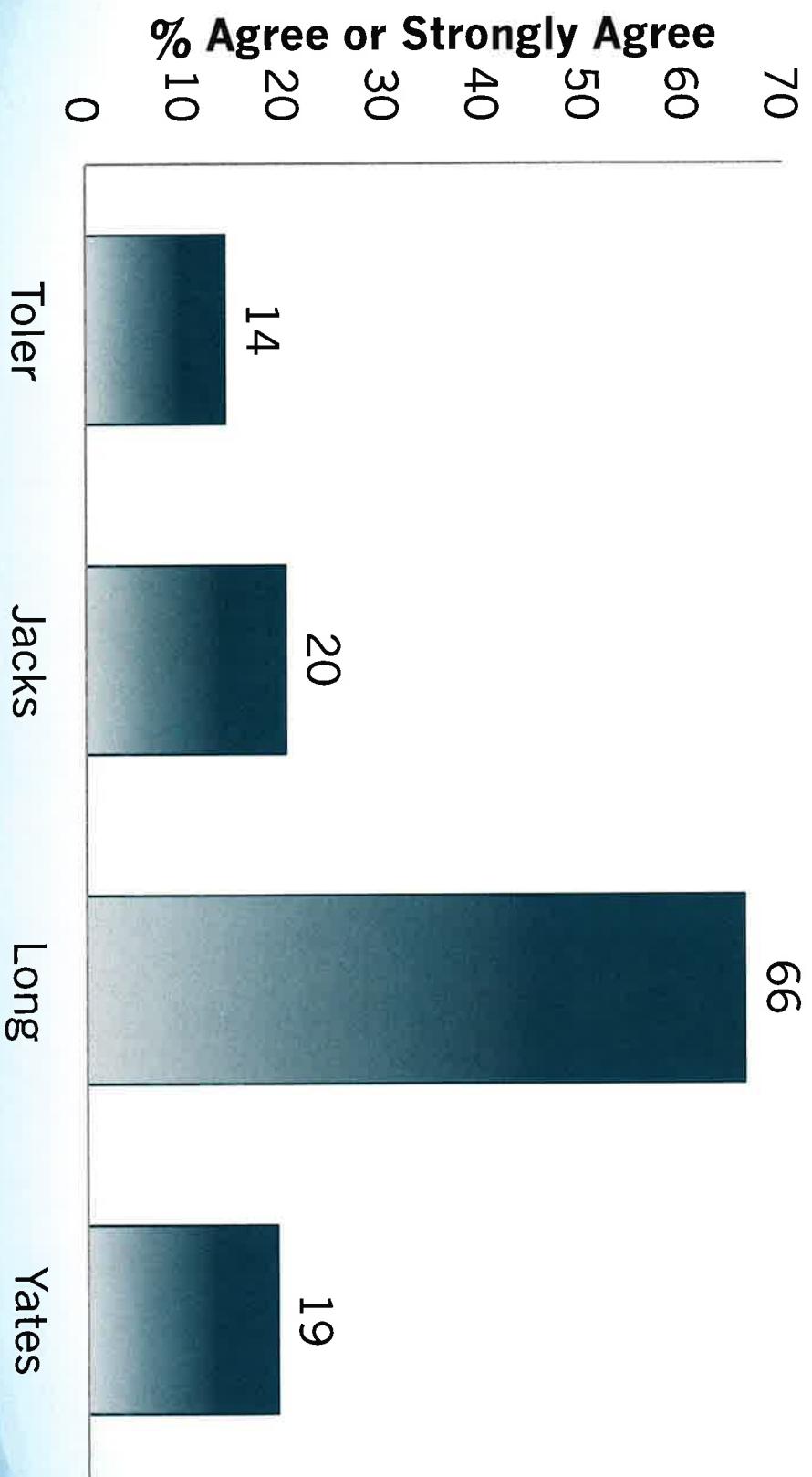
# Chief Comparison: Concerned about Line Level Employees



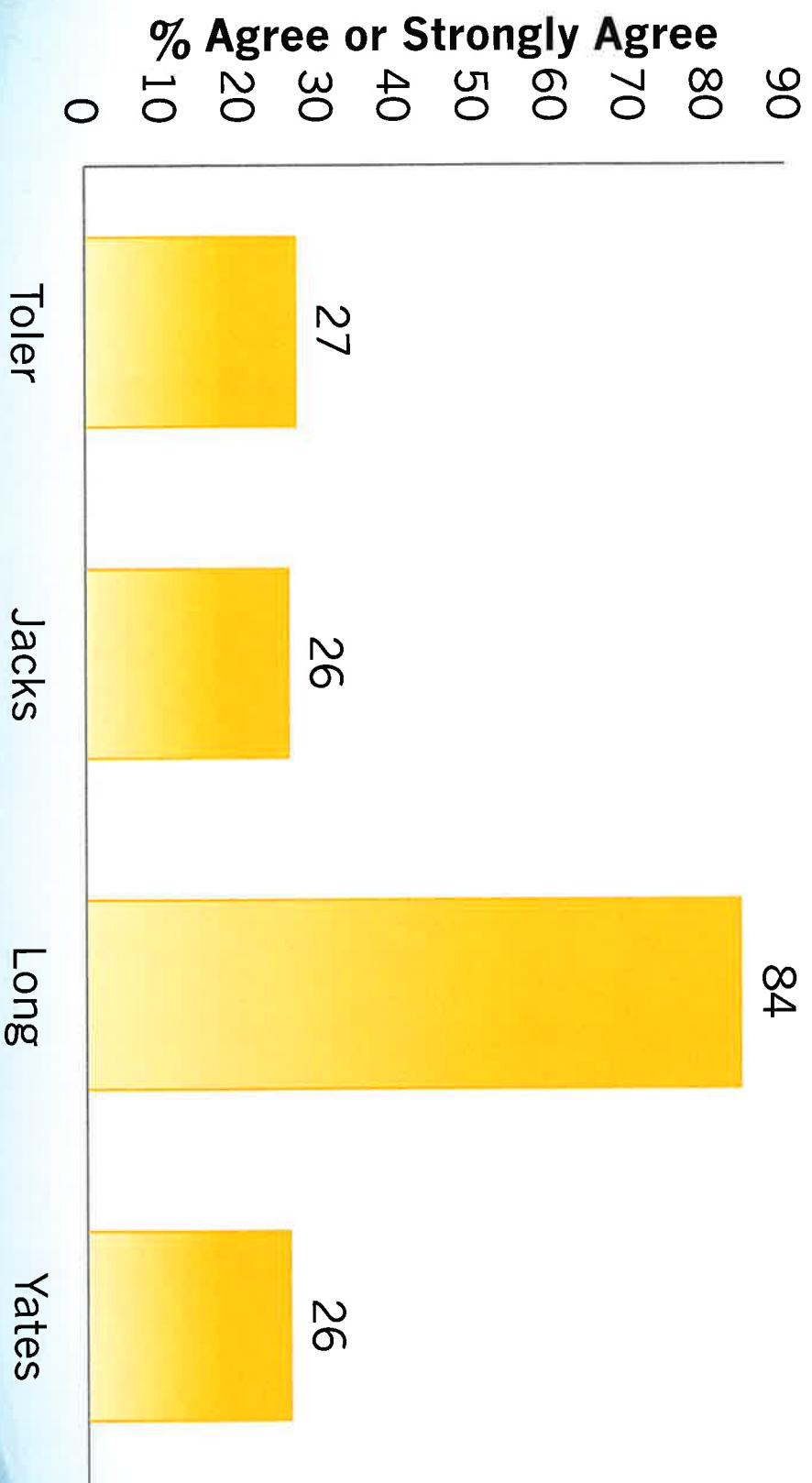
# Chief Comparison: Regularly Attends Meetings/Briefings



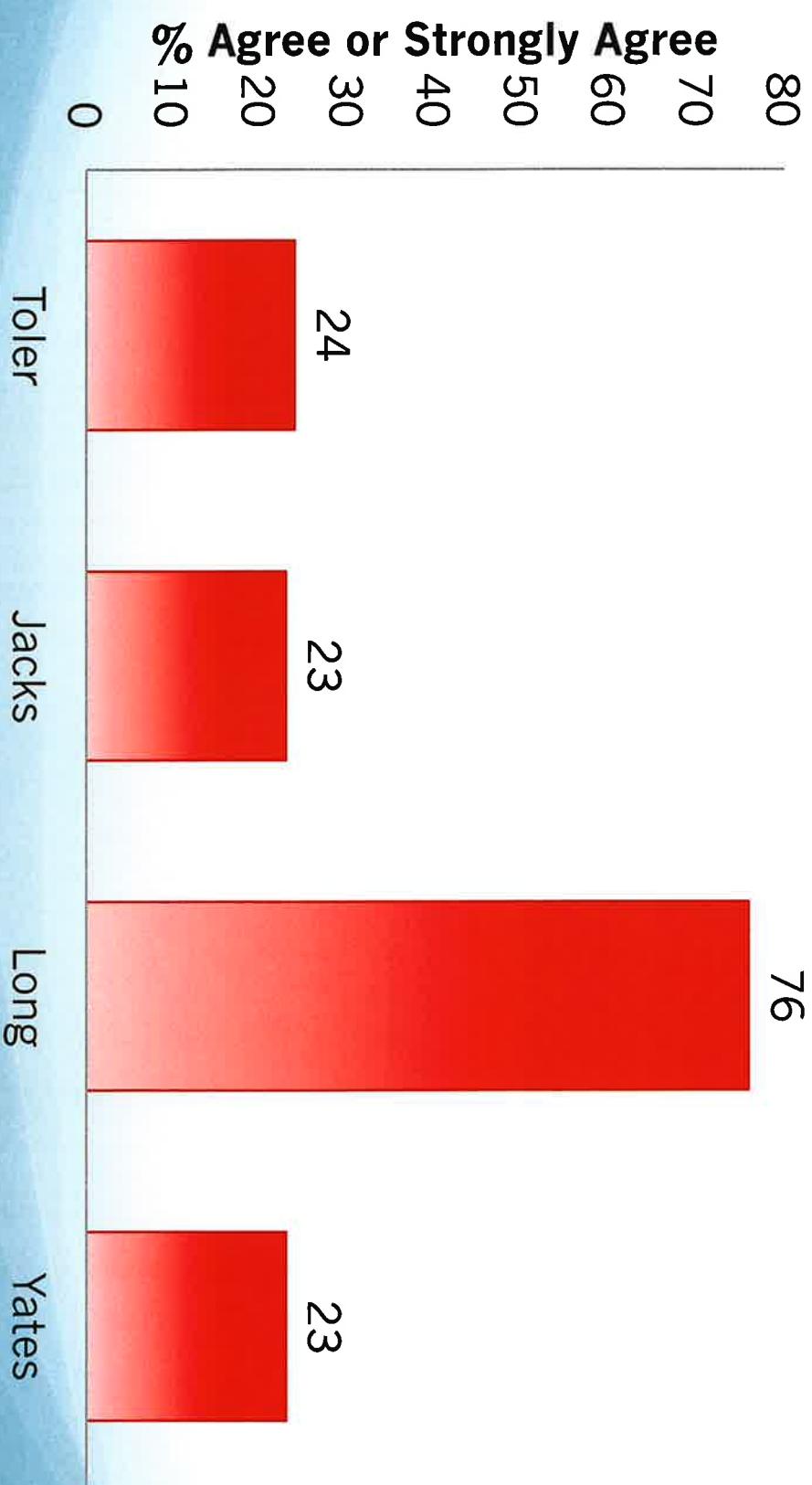
# Chief Comparison: Supports Supervisor Level Employees



# Chief Comparison: Supports Line Level Employees



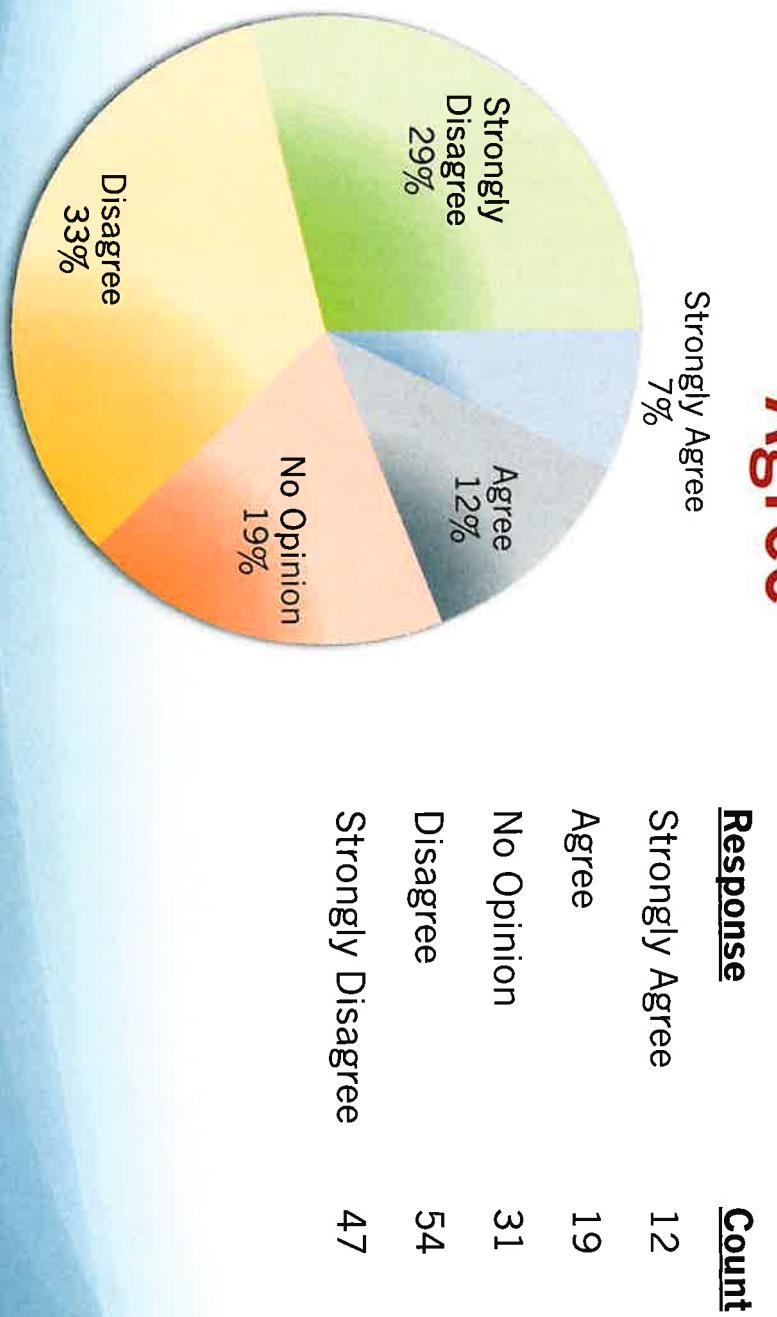
# Chief Comparison: Confidence in Ability to Lead the Department into the Future



# Survey of Morale, Role Specific Training, Leadership and Communication

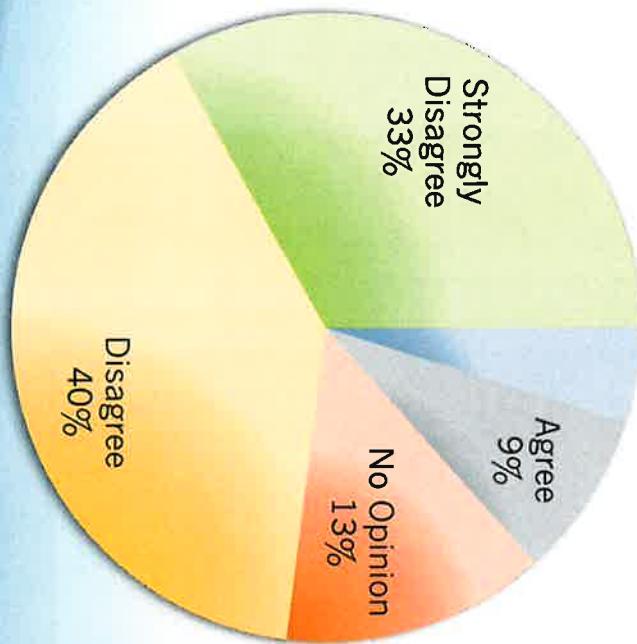
# My Opinions and Suggestions are Valued and Given Fair Consideration by the Administration

**19% Agree or Strongly Agree**



Communication up and down the chain of command has improved over the past year

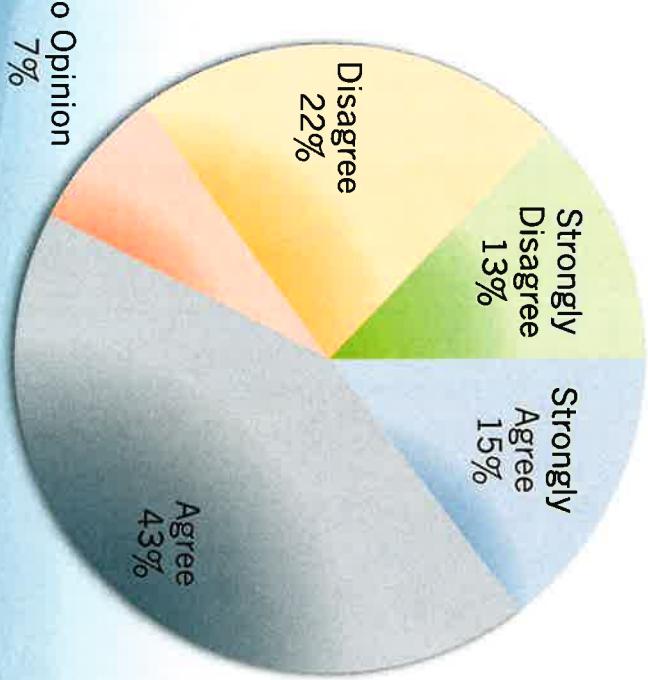
## 14% Agree or Strongly Agree



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 8            |
| Agree             | 14           |
| No Opinion        | 22           |
| Disagree          | 65           |
| Strongly Disagree | 54           |

I receive adequate training related to my current assignment

## 58% Agree or Strongly Agree

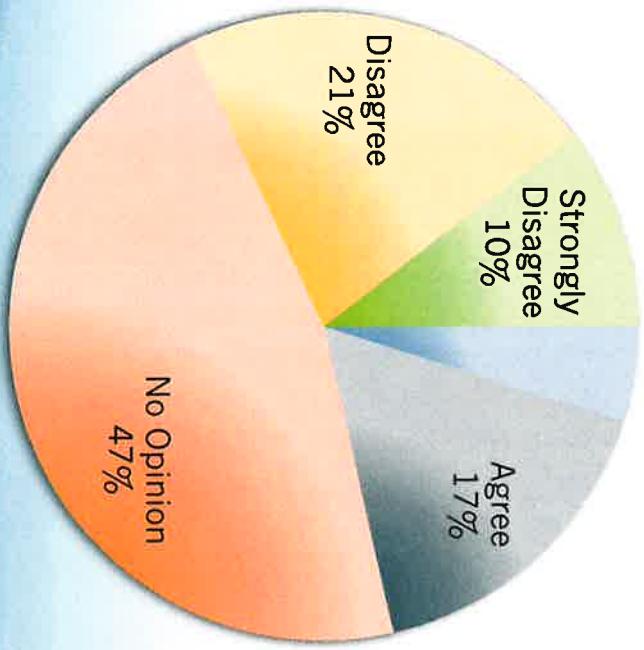


| Response          | Count |
|-------------------|-------|
| Strongly Agree    | 24    |
| Agree             | 70    |
| No Opinion        | 12    |
| Disagree          | 36    |
| Strongly Disagree | 21    |

# Sergeants receive adequate supervisory and leadership training

**23% Agree or Strongly Agree**

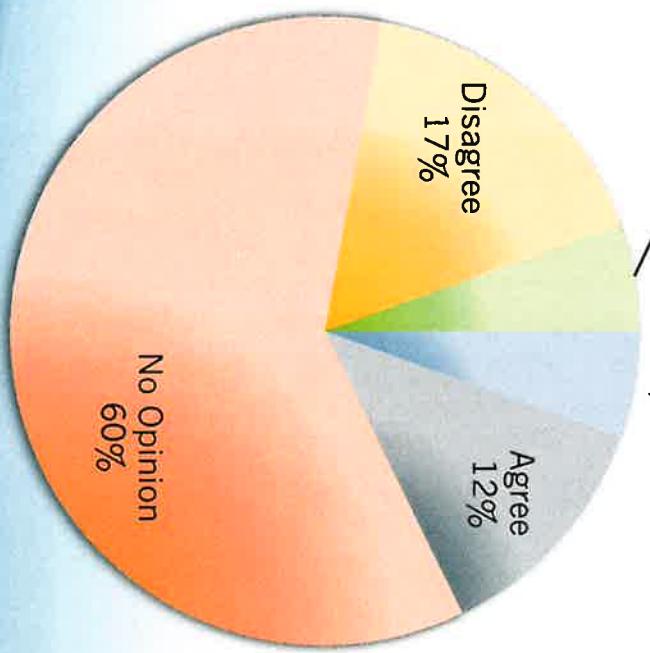
| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 8            |
| Agree             | 27           |
| No Opinion        | 76           |
| Disagree          | 35           |
| Strongly Disagree | 17           |



# Lieutenants receive adequate Supervisory and leadership training

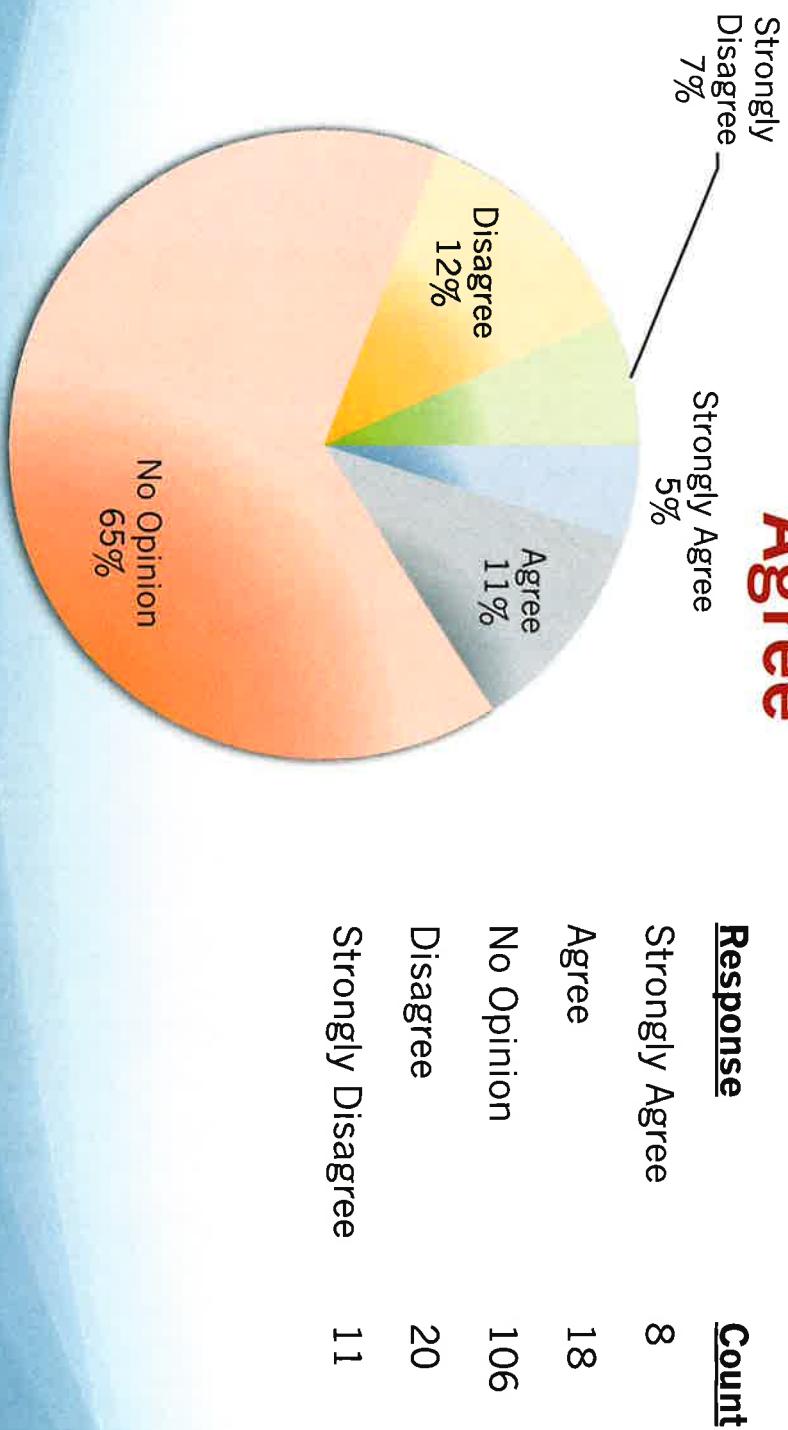
**19% Agree or Strongly Agree**

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 9            |
| Agree             | 20           |
| No Opinion        | 98           |
| Disagree          | 27           |
| Strongly Disagree | 9            |



# Assistant Chiefs receive adequate supervisory and leadership training

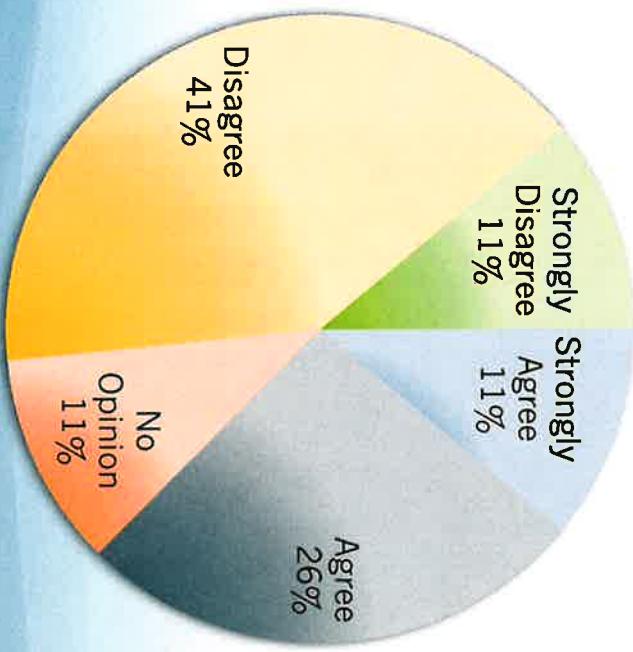
**16% Agree or Strongly Agree**



The Department focuses on  
Training Personnel above  
minimum standards

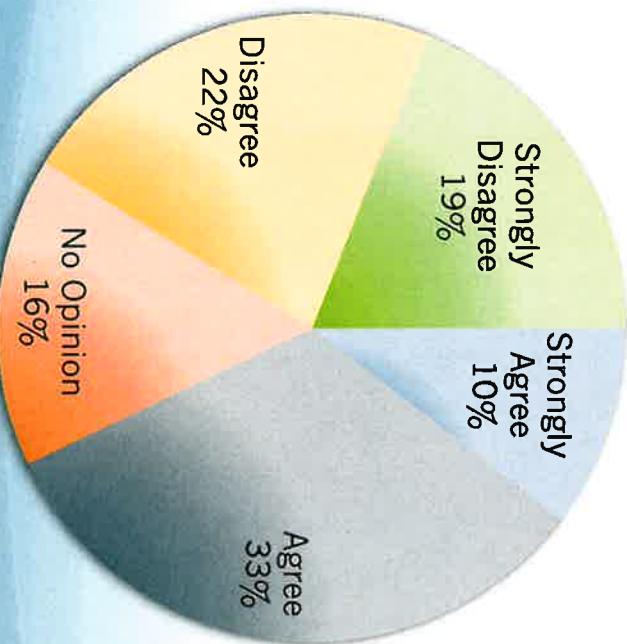
**37% Agree or Strongly Agree**

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 18           |
| Agree             | 43           |
| No Opinion        | 18           |
| Disagree          | 66           |
| Strongly Disagree | 18           |



I receive the same opportunity for transfers/assignments as my peers.

## 43% Agree or Strongly Agree

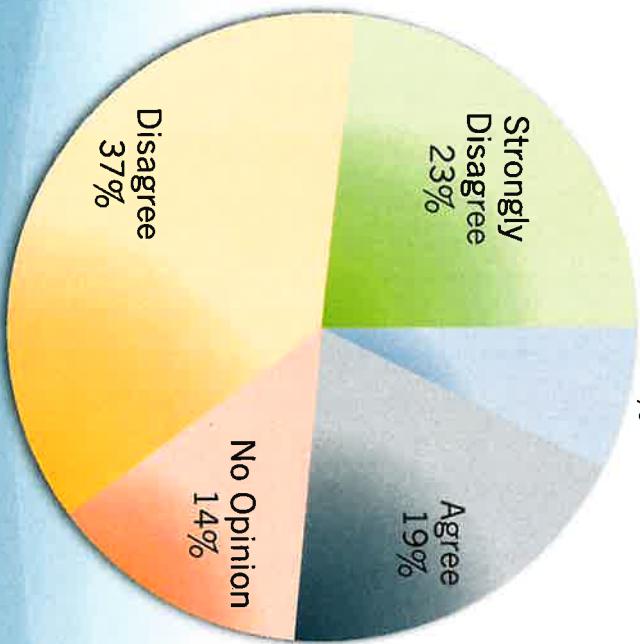


| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 17           |
| Agree             | 53           |
| No Opinion        | 26           |
| Disagree          | 36           |
| Strongly Disagree | 31           |

The Administration holds employees at all levels accountable for their actions.

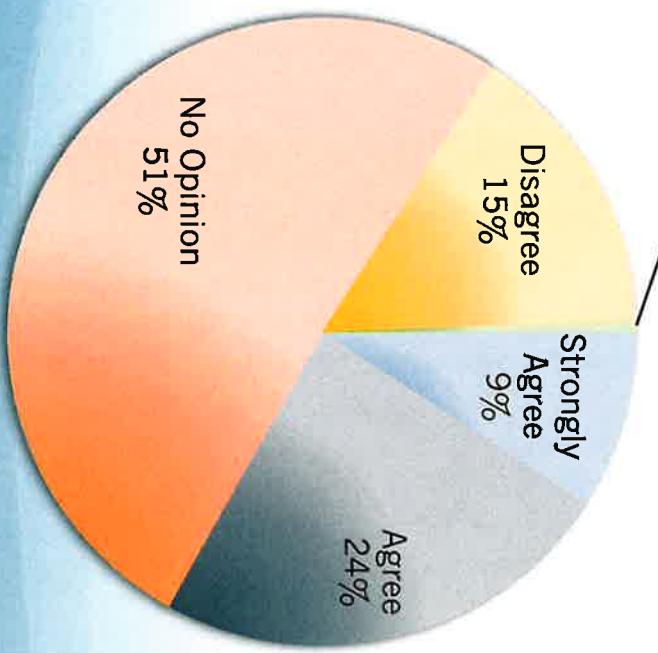
## 26% Agree or Strongly Agree

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 12           |
| Agree             | 31           |
| No Opinion        | 22           |
| Disagree          | 60           |
| Strongly Disagree | 38           |



# Chief Toler holds Sergeants responsible for their actions

**38% Agree or Strongly Agree**



Strongly Disagree  
1%

Disagree  
15%

Strongly Agree  
9%

Agree  
24%

No Opinion  
51%

# Chief Toler holds Lieutenants responsible for their actions

**26% Agree or Strongly Agree**

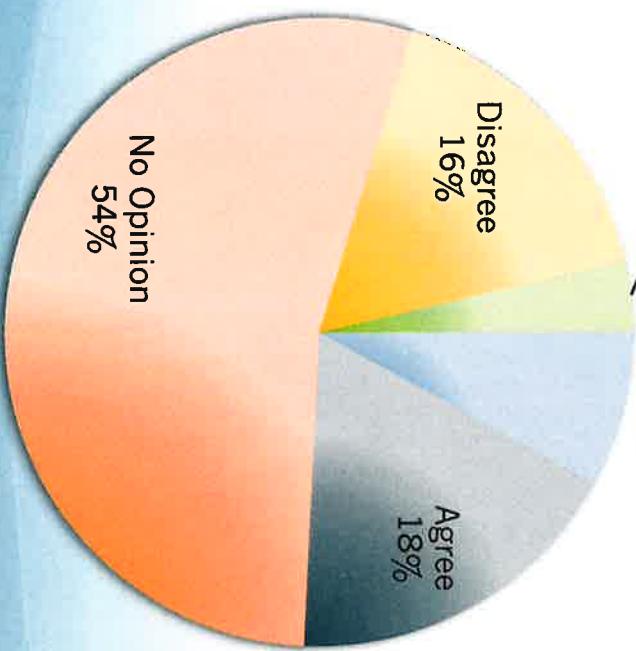
Strongly Disagree  
4%

Strongly Agree  
8%

Disagree  
16%

Agree  
18%

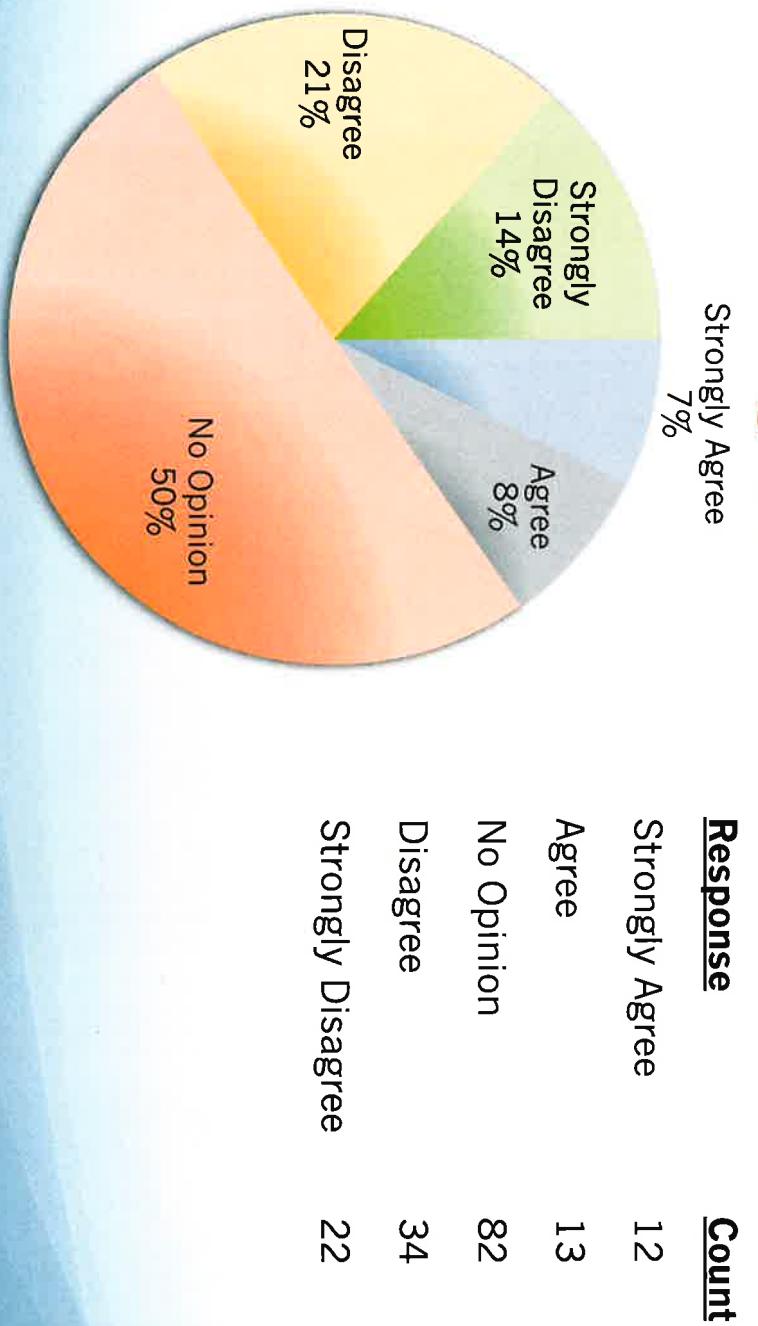
No Opinion  
54%



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 13           |
| Agree             | 29           |
| No Opinion        | 88           |
| Disagree          | 27           |
| Strongly Disagree | 6            |

# Chief Toler holds Assistant Chiefs responsible for their actions

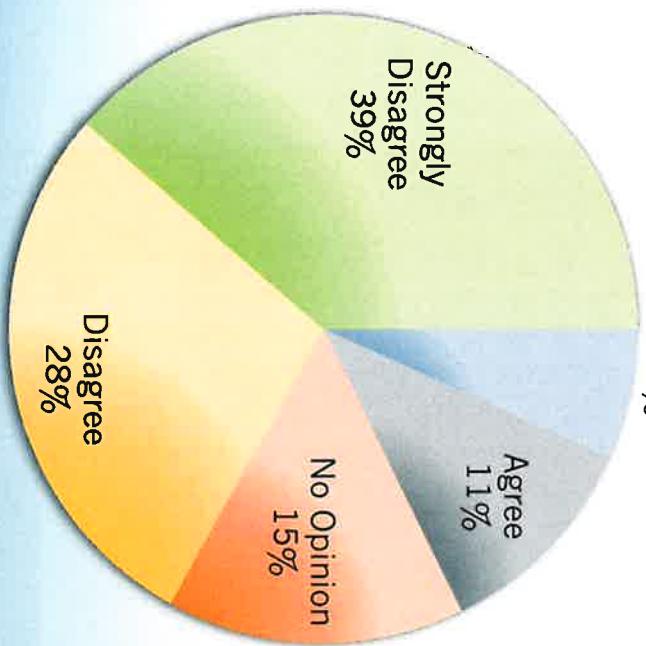
**15% Agree or Strongly Agree**



# Discipline is handled consistently for all department employees

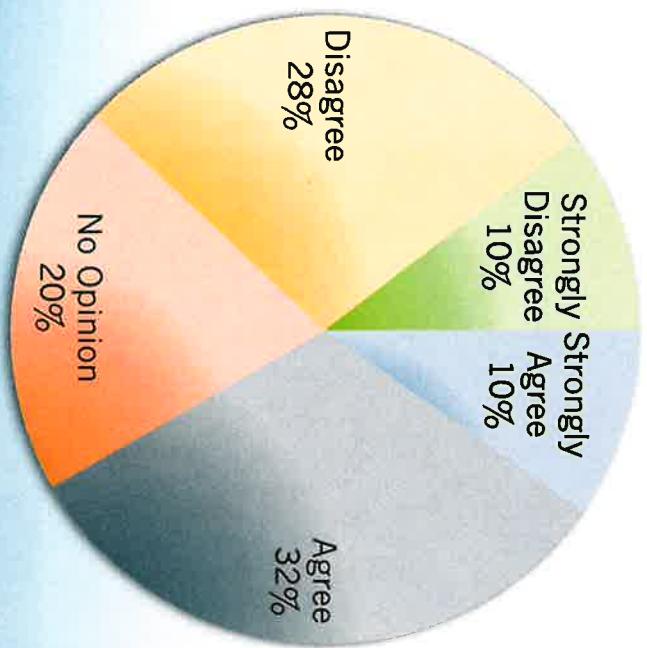
**18% Agree or Strongly Agree**

| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 11           |
| Agree             | 18           |
| No Opinion        | 25           |
| Disagree          | 46           |
| Strongly Disagree | 63           |



TPD is “in tune” with common law enforcement practices

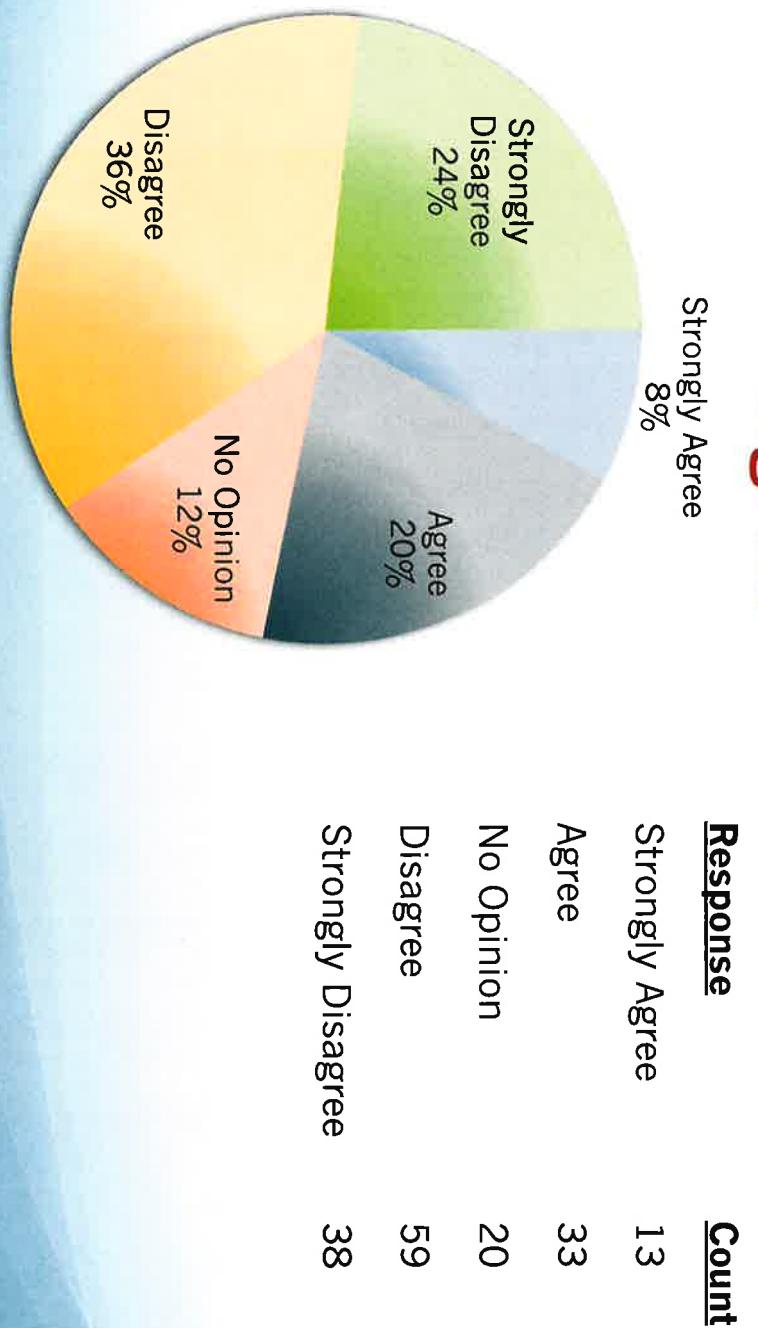
## 42% Agree or Strongly Agree



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 16           |
| Agree             | 52           |
| No Opinion        | 33           |
| Disagree          | 45           |
| Strongly Disagree | 17           |

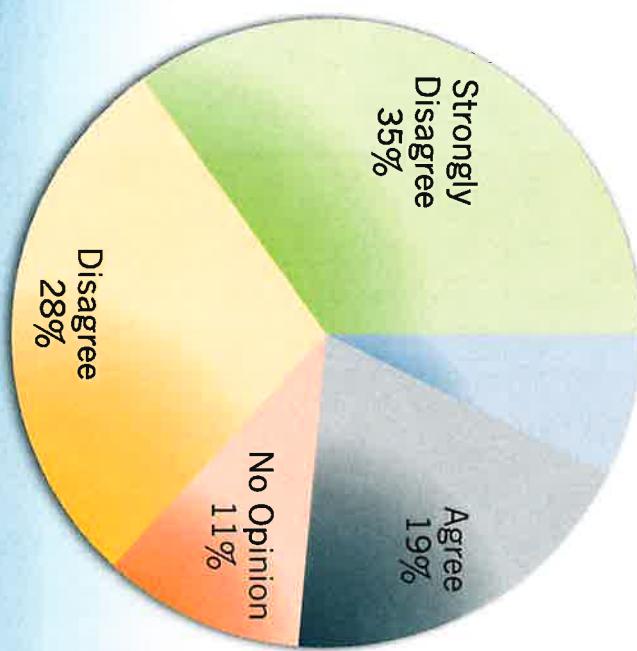
TPD has clearly defined direction and goals

## 28% Agree or Strongly Agree



My morale has improved over the past year

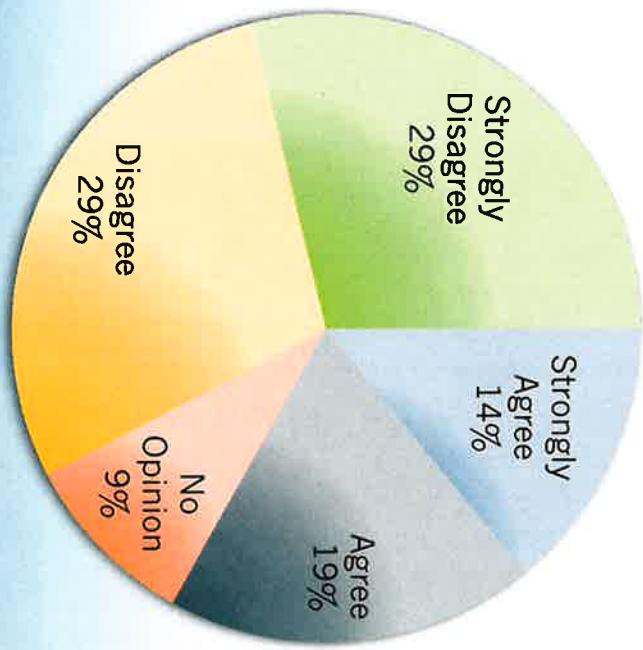
## 26% Agree or Strongly Agree



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 12           |
| Agree             | 31           |
| No Opinion        | 17           |
| Disagree          | 46           |
| Strongly Disagree | 57           |

# My morale is High.

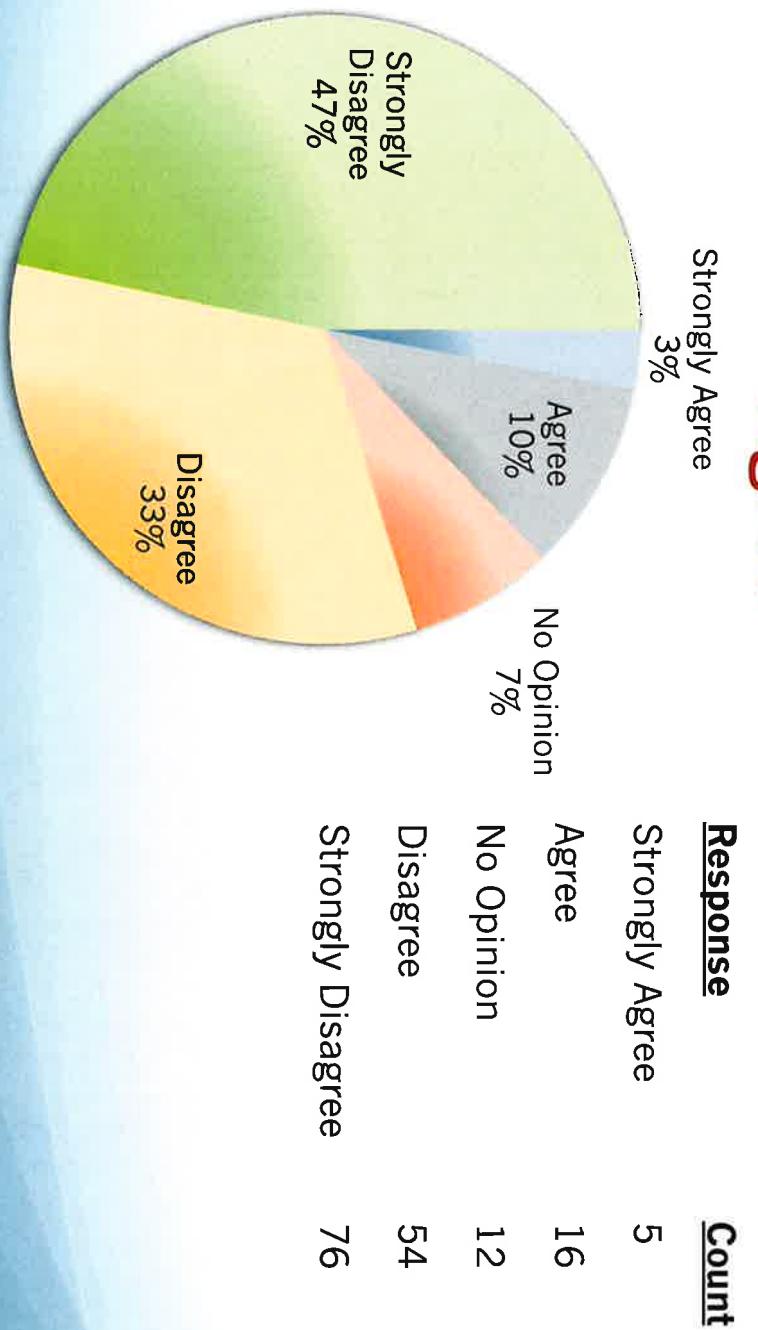
**33% Agree or Strongly Agree**



| <u>Response</u>   | <u>Count</u> |
|-------------------|--------------|
| Strongly Agree    | 23           |
| Agree             | 31           |
| No Opinion        | 15           |
| Disagree          | 47           |
| Strongly Disagree | 47           |

# Morale at the Tyler Police Department is High.

**13% Agree or Strongly Agree**



If TPD continues "as is," I would be happy to finish my career at the Tyler Police Department.

**34% Agree or Strongly Agree**

**Agree**

**Response**

**Count**

Strongly Agree

23

Agree

32

No Opinion

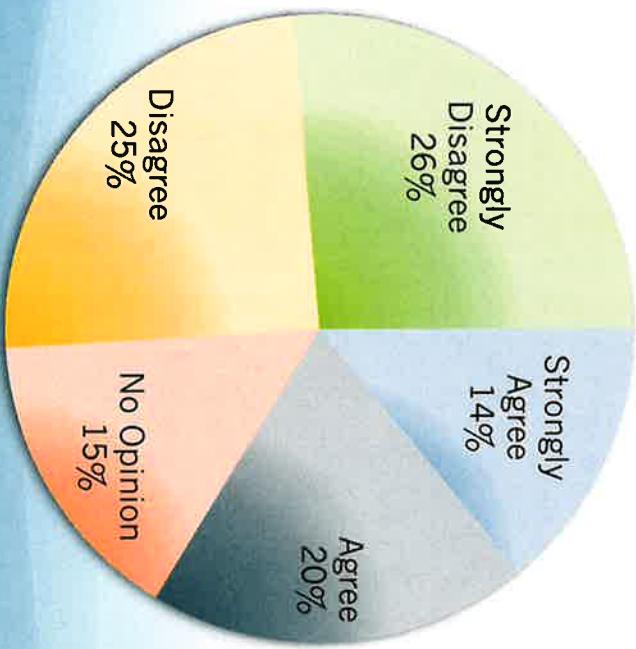
25

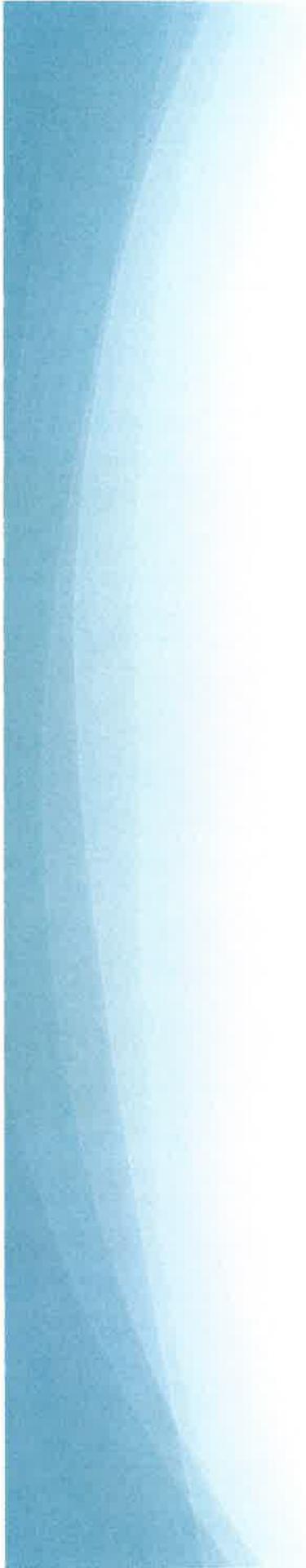
Disagree

40

Strongly Disagree

43





End of Survey

